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RESOURCES FOR COMMUNITY GROUPS

*The Ontario Ministry of
Citizenship and Culture*



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RESOURCES FOR COMMUNITY GROUPS

*The Ontario Ministry of
Citizenship and Culture*

Susan Fish, Minister

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The main purpose of this directory is to identify (a) financial and human resources for community groups in Ontario and (b) some of the tasks and responsibilities entailed in securing access to assistance.

The directory and the individual descriptions of sources are not intended to contain all the information that might exist. The sheer volume of such information precludes more comprehensive and detailed surveys of all sources of assistance that might be available to non-profit community organizations.

The profiles on each funding source, therefore, do not contain all information available on a particular organization; they merely indicate the direction that should be taken in search of information on appropriate sources of funding. We have tried to include the most current and accurate information but unintentional oversights occur so we hope users will let the ministry know of any errors in the material, and submit revisions, or suggestions for additional information, for our next edition.

Some factors within an organization can inhibit effective fund-raising, and some people are troubled by the necessity of asking for money. No community organization, large or small, can survive without funds.

Yet many start thinking about their financial needs late; in fund-raising you have to plan well ahead. It is never too early to begin. Experience indicates that a co-operative relationship -- a partnership right from the beginning with the agency from whom you are seeking funds -- is a fruitful strategy.

Some community groups have found their grant requests refused because their overall purpose was ill-defined, or their program goals and objectives too vaguely stated. This can be the result of the group failing to take seriously its identity, management, direction, and community-base.

Raising money has been made more difficult by two facts: 1. the amount of funds available in recent years has not kept up with inflation, and 2. there has been a great increase in the number of non-profit groups seeking such resources. Further, grantors have become more careful in the selection of projects they support, more demanding in their application requirements, more skilled in determining which applicants are most likely to fulfil the promise of their proposals, and more meticulous in their evaluation of potential grantees. They also have increasingly recognized and stressed the importance of program planning through needs assessment, goal statements, objectives and evaluations.

What this all means is that project planning and proposal writing are far more demanding than they ever were before. Much more is required than a casual pursuit of a new idea or program to get a project funded today.

Following the guidelines in this publication should help you pursue the task with more confidence.

REGISTERING AS A CHARITABLE ORGANIZATION

Groups whose activities are exclusively of a charitable nature and who have some degree of formal organization may apply for registration as a charitable organization under the Canada Income Tax Act.

The most important reason for wanting to become a registered charitable organization is a financial one. There are a number of tax advantages that such organizations enjoy. Registration allows those donating funds to deduct their contributions from their personal or corporate income for tax purposes when filing their tax return.

Another big advantage of being an officially-recognized charitable organization is that it sometimes makes it easier for a group to raise money. Some funding bodies give money to registered charities only, and are prohibited by their constitution from giving to non-charitable organizations. As with incorporation, registration is essential if groups hope to receive funds from foundations, corporations, the United Way, or even from individuals. Other funding bodies might not be constitutionally prohibited but, in fact, may not consider giving money to non-charitable organizations, or may prefer the organizations they support to have charitable status.

Municipal regulations, in relation to efforts such as street collections and flag days, favor charities, and this can be very important for local fund-raising efforts.

A registered charity has an image that is more acceptable to the public for fund-raising. This, along with the substantial tax advantages with respect to donations made to registered charities, makes it easier for such organizations to raise money.

Organizations need not be incorporated to apply for registration unless they are collecting funds for distribution to other groups.

Registration does not necessarily indicate the financial stability of a group, but rather implies that funds collected will be used for solely charitable purposes. Groups wishing to convey financial stability should also be incorporated. However, groups organized around a single issue or problem are advised to seek the sponsorship of an established agency that can collect

funds on their behalf and earmark them for that particular project. An example of such an issue or problem would be raising relief funds or collecting goods for victims of a natural disaster, which they hope will be dealt with in the short term.

Those wishing to be registered as a charitable organization under the Canada Income Tax Act may obtain an application form (T2050) from the nearest District Taxation Office. Upon completion, it should be mailed to:

Deputy Minister
National Revenue (Taxation)
875 Heron Road
Ottawa, Ontario K1A 0L8

Attention: Registrar Examiner of
Charitable Organizations

INCORPORATING A COMMUNITY GROUP

Some groups prefer incorporation as a means of creating a permanent organization with specific objectives rather than remaining an association of individuals. These groups may obtain letters patent incorporating them as a corporation without share capital. Various types of groups may become incorporated without share capital. These include those whose objectives are of the following nature: patriotic, religious, philanthropic, charitable, educational, agricultural, scientific, artistic, social, professional, fraternal, sporting, athletic, or any other useful nature.

Generally, activities of non-share corporations are conducted without financial gain to their members and this is stipulated in the letters patent. For example, a hospital corporation or athletic club exists for the purpose of benefiting the community generally, and not to pay dividends to its members. Social, athletic and other clubs may be incorporated either with or without share capital. However, clubs are usually incorporated as corporations without share capital. It should be understood that a club does not, by law, require a charter (or in other words incorporation) to carry out its activities. A club can carry on unincorporated if it so desires.

Advantages of Incorporating Your Association

A corporation without share capital has certain advantages over an unincorporated organization:

- * Incorporation gives an organization a more definite character and permanence than an unincorporated group of individuals might be.
- * Individual members of the corporation are exempt from personal liability for its debts and obligations.
- * An incorporated organization is recognized as having a legal existence apart from its members. It can enter into contracts. It can sue or be sued in its own name. The unincorporated organization is not legally recognized and cannot enter into the actions stated above.
- * An incorporated organization can hold real estate in its own name. Unincorporated groups can hold real estate only through trustees.

- * Membership in a non-share corporation can be made non-transferable, so that the membership lapses and ceases to exist on the death of a member. The bylaws can provide, too, that the membership shall lapse on non-payment of annual membership dues. In this way, the membership is kept active. Also it would seem that a non-share corporation (if its bylaws so provide) may expel a member for any cause -- an advantage in a club when a member does not abide by its rules. In a club with share capital, there is no direct way in which a shareholder can be expelled.

Incorporation in Ontario

Corporations without share capital are incorporated under Part III of the Corporations Act by letters patent. The issue of letters patent is within the discretion of the Lieutenant Governor and is withheld when incorporation is considered not to be in the public interest.

The application for incorporation must be made by three or more persons of 18 or more years of age. The applicants must be people who will continue to be members of the organization. Often the application is referred to other interested ministries of the government for comment.

The Corporation's Name

The name of a corporation without share capital does not include the word Limited or Company but, if the applicants wish, the word Incorporated or Inc. may be the last word of the name. The name may include such words as Corporation, College, Club, Association, Society, Foundation, Community Centre, and usually does, but there is no requirement under the act or regulations that it must. For example, a name like Blue River Island might be granted to a non-share corporation.

A name may not be satisfactory if it suggests that the corporation has some government or municipal connection or sponsorship. For this reason, the government is reluctant to allow corporate names to include such words as Board, Council, Bureau, or Commission. For

example, the name Trillium Citizens Art Council would not be granted without the consent of the City of Trillium.

Purposes of the Incorporated Association

The activities of a non-share corporation must be conducted without any financial gain to its members. However, such a corporation may wish to carry on business incidental to its main objectives but without financial gain accruing to its members. For example, a horticultural society may wish to conduct a printing and publishing business for the purpose of disseminating information to its members and to the public. In this case, the objects of the society might read:

- a) to promote interest in and the study of horticulture generally; and
- b) for the objects aforesaid, to carry on printing and publishing and to sell and distribute literature.

The Mechanics of Incorporation

Provincial incorporation as a non-profit corporation is sufficient for most community groups; filing charges are approximately \$100. Only those who expect to operate in more than one province should incorporate federally; filing charges are approximately \$200. Write to:

Corporations Branch
Department of Consumer and Corporate Affairs
Ottawa, Ontario K1A 0C9

District Office
25 St. Clair Ave. E.
Toronto, Ontario M4T 1M2

Legal fees for assistance with incorporation can be substantial. However, many groups are able to receive advice from an interested lawyer willing to volunteer his or her time. If you are unable to obtain the services of a lawyer, you may take the following steps towards incorporation:

- * Appoint a committee to draft a constitution and a set of bylaws for the group. The committee will probably find it helpful to obtain sample constitutions and bylaws from similar groups.

- * Present the constitution and bylaws to the general membership for approval.
- * Obtain a copy of The Corporations Act, R.S.O. 1970, c89 from the Ontario Government Bookstore, 880 Bay Street, Toronto. Ensure that your bylaws conform to the laws regarding corporations without share capital.
- * Obtain an incorporation application form from:

Companies Division
Ontario Ministry of Consumer and Commercial Relations
2nd Floor, 555 Yonge Street
Toronto, Ontario M4Y 1Y5
- * Complete the application form according to its directions, and submit it to the Companies Division.

Processing an application usually takes at least three weeks.

An incorporated (charitable) non-profit organization is not automatically a registered charitable organization. If it is the intention to have a corporation without share capital registered as a charitable foundation, then it is necessary to include the following two special clauses in the application for incorporation, namely:

And it is hereby ordained and declared that the directors shall serve without remuneration and no director shall, directly or indirectly, receive any profit from his or her position as such; reasonable expenses incurred by any director in the performance of his or her duty may be paid. And it is hereby further ordained and declared that upon the dissolution of the Corporation and after payment of all debts and liabilities, the remaining property of the Corporation shall be distributed or disposed of to charitable organizations that carry on their work solely in Ontario.

GRANT TERMINOLOGY

To participate in the fund-raising process, one must understand the sometimes unique language that appears in grant program announcement and application guidelines in both the private and the public domain.

Here are some of the words and definitions with which you should be familiar:

BUDGET: An itemized list of expenditures and income estimated in carrying out the proposed programmer project. It consists of direct and indirect costs, matching contribution (cost sharing), as well as anticipated sources of revenue.

CORE FUNDING: Funds that are available to support the ongoing administration of an organization, as distinct from only supporting specific types of program activity.

COST SHARING: Investment in the project by the applicant or by sources other than the grantor either through cash outlay or in-kind support (overhead, equipment, personnel services).

CONTRACT: A document initiated by, and reflecting the interest of, the sponsor, in which needs, objectives, procedures, costs and project period have directly been defined.

DEMONSTRATION GRANT: Funds used to support an experimental project to determine the feasibility of a particular program or the effectiveness of a certain procedure or methodology.

DIRECT COSTS: Expenses directly associated with carrying out the sponsored project. Included would be such things as salaries and benefits of staff specifically hired for the project, travel, equipment, supplies, telephone, postage, printing costs.

INDIRECT COSTS: Costs incurred that are not readily identifiable as the direct expenditure of funds for goods and services, but which are necessary to facilitate and maintain the operations of the over-all organization so that it may be able to carry out the proposed project. These would include administrative expenses, utilities, physical plant maintenance, work done by existing staff, etc. They are often

expressed as a percentage of either total direct costs and/or total of salaries.

IN-KIND CONTRIBUTION: Dollar value of non-cash contributions to a program, such as volunteer time, equipment, supplies, rent.

MATCHING: Participation in the cost of a program on a dollar-for-dollar basis.

SEED MONEY: Funds made available for the initial development of a project usually on the understanding that no funds or alternative funds will be required for its maintenance once it is established.

SUSTAINING GRANT: Funds made available for the ongoing operations of the organization over a number of years.

DECISIONS ABOUT PROJECTS

Before applying for funding, it is important to address several key questions before other steps are taken.

- * Are you clear about your organization's objectives and the kind of projects it should undertake to meet them?
- * What projects are needed? List in order of priority. Priorities should be established within the group's own framework and over-all purpose. Does the project really fit within this framework? Project needs must be well documented. Objective data must be collected to demonstrate clearly that the stated need has been assessed appropriately. Make your needs assessment thorough and unreserved. Techniques for going through this process of assessment can include the following:
 - information or round-table discussions;
 - questionnaires to program participants or community residents,
 - testing of target population,
 - examination of existing reports and previous surveys and studies,
 - evaluation by outside professional consultants,
 - analysis of internal reviews and reports by staff, etc.
- * Is your group capable of carrying out the project? Even though the need may be evident, the group should seriously examine whether it has the required expertise and/or administrative support system necessary to carry out the project/program successfully. Does the project more readily fit within the mandate and capacity of another organization or institution, and should you encourage it to carry out the project instead?
- * Should it be supported by appropriate people in the community? Without the advice, involvement and support of other community groups, institutions and key individuals, a project may be doomed to fail. Consider all the people who may be

affected by the project and let them know what you are planning before you start.

- * Is the project feasible? While the project may be necessary and worthwhile, one still needs to ask if the resources required are available or obtainable, if the time frame is long enough, or if the financial requirements are beyond anybody's capacity to meet.

The following is a checklist of some of the things to consider when determining whether a project is feasible or not:

- * Does the project fall within the main objectives or functions of the organization?
- * Will it interfere with other projects to the detriment of either?
- * Does the proposed project fit within the other activities of the group?
- * Is the size of the project appropriate for the organization? Will it take up an unreasonable amount of time and resources?
- * Are the skills of the people to be involved sufficient to carry out the project successfully?
- * Are the required space and facilities available?
- * What additional workload will be placed on the organization as a whole? Have the indirect (overhead) costs been taken into account?
- * Will the co-operation of other groups or institutions be required? If so, have they agreed to participate?
- * Will the necessary staff, both professional and support personnel, be available? Will there be outside consultants? If so, have they agreed to participate? Does the recruitment of additional personnel pose a problem?
- * If matching funds are required, is the group ready and able to arrange for its share? In the case of in-kind matching, is it willing to furnish the necessary amount? In determining matching contributions, remember that money is only one of the many resources that may be needed. Have you identified all these

APPROACHING THE FUNDING BODY

other resources that your group might have access to, such as the donation of supplies, volunteer efforts, exchange of resources with another group, or university students doing their practicum?

As emphasized, the most common reason for grants being refused is poor organization and general lack of planning. To reiterate, you must have a well-researched project to present. It must be appropriate to the organization and to the climate of the times. It must stand out as an innovative, necessary and feasible project. It must be measurable; that is, you must be able to evaluate it in a realistic way. It should be incorporated within the long-range goals of what should be presented as a stable well-managed organization.

Here are other factors that the granting agency will look for.

- * The people involved. Remember the saying "Money is enslaving; only people produce."
- * A project that demonstrates a degree of innate viability and potential for self-sufficiency. The approach of: "Without your support, the project dies" is not likely to be received with enthusiasm.
- * Something significant when the money is gone.
- * Financial support to the project made by other funding bodies. Also, there is a danger for the group itself if it becomes too dependent on one large funding source.
- * When applicants ask for too much or too little, it might indicate a lack of care, skill or honesty.
- * What will the funder get out of it? Giving is an investment -- not charity.

Now that you have satisfied all the considerations raised in the previous section and have identified the potential sources of funds, the next step is to develop a plan for approaching each.

Set up a meeting with potential funders. Remember the old adage: people give to people - not paper or proposals or even the best of purposes. Proposals do not raise money; people do.

One of the most important ingredients in successful fund-raising is building long-term relationships with your donors. This is especially important when you are seeking funds repeatedly to continue your work. Donors are just as strongly involved in creating change through the way they spend their money by supporting your project, as you are through the work that you are doing. Look at it as a partnership. The donor is spending the money and you are doing the work. Together you are doing the things you both want done.

Such a meeting enables you to present a preliminary idea, and to get the funder's assessment of the project, its suitability and eligibility for the granting agency, and the size and nature of a realistic request. You should also get some useful suggestions about how to couch the proposal, what areas should be emphasized and which should be avoided.

Here is a checklist of information that you will probably need before writing the grant application proposal. These are therefore the questions you should have answered at this preliminary meeting:

- * Does the project fit the program guidelines of the funder?
- * How much money can one ask for?
- * What categories of cost are eligible? Travel, salaries, equipment items, conferences, or any other elements necessary to the proposed project should be specified.
- * How about overhead costs? Can they be included in the budget? If so, in what category, how much, and what is the proper terminology?

WRITING THE PROPOSAL

- * How much information should the written proposal contain? Is there a generally accepted length? Should any special information be included? Are letters of support useful?
- * How many copies of the application does the granting agency need?
- * Is there a set date for submitting the application? If so, what is it?
- * How is the decision made? How long will it be before one is notified?
- * If the application is approved, how will the money be paid? How soon can it be expected after the decision?
- * If the project will result in material that will have to be copyrighted, who will hold the copyright?
- * What are the prospects for continuation or follow-up? How should it be negotiated?
- * If the project is rejected in the first meeting, ask for suggestions of other donors who might want to fund the project.

Funding sources without staff, especially small foundations and corporations, cannot go through this process. They are not likely to respond well to telephone inquiries either. The best alternative is to submit a brief proposal and follow it up with a phone call a few weeks later. See Foundations section.

For many reasons, this seems to be the hardest part of the whole fund-raising process for most people. However, if the prior meeting went well and the right kinds of information were exchanged, writing the proposal should be a lot easier. Again, if you can see fund-raising as an integral function of your organization's over-all planning and management, most of the information you will need for the proposal should already be on hand.

Some General Advice

Before getting into the specific areas a proposal should include, here are some general tips:

TITLE: Choose a concise, relevant title for your proposal, one that contains key words under which it can be filed.

TIME: Give yourself enough time to get the necessary signatures required for final submission of the proposal.

FORMAT: Follow the exact format specified by the funding agency.

COPY: The final copy should be neat, legible and carefully proofread.

FLOW: The proposal should flow from one section to the next, and ideas should follow in sequence.

ACRONYMS: Avoid terms or acronyms that someone unfamiliar with your agency might not understand.

LANGUAGE: Keep the language simple and direct.

CHARTS: Make use of tables and diagrams, but do not be extravagant with them.

APPENDICES: Use appendices rather than overcrowding the main text.

Anatomy of a Proposal

Any proposal, be it for a government agency or a foundation, will generally address the following topics: Problem or Need, Goals and Objectives, Program and Procedures, Organization Experience and Capability, Staffing, Organizational Structure, Budget, Evaluation, Future Funding, and Appendix.

Problem or Need

You should now be able to answer comprehensively the need for this program and why it should be funded through your agency.

- * What problems are you trying to address and what needs are you attempting to meet?
- * Can these be measured? If your project is to help people, are they receptive to the assistance you want to provide?
- * Will there be other groups able to benefit from your project and is there a possibility of the project being carried out in other areas?
- * What has been the success rate of similar projects?
- * Why does your organization want to conduct this project?

You should weigh the cost and energy that must be expended against the need and the chances the project will actually provide a solution to the problem(s) you have identified. Try to develop a program that is built on what you have already done and what has already taken place in the field and document it accordingly.

Goals and Objectives

The specific objectives of the project should fit within one or more of the over-all goals of the organization.

Provide a brief list of the substantial and concrete goals, in their order of priority, that the project will attempt to achieve. Then describe the program objectives by which each of these goals will be met by the organization. These will include both long- and short-term objectives.

Also, try to identify some of the worthwhile spin-off effects that might be generated by the project. For example, the project could eventually be adapted to an existing community structure, or could be emulated in other parts of the province.

Program and Procedures

This section is extremely important because it describes what you will actually do. Do

not assume that the possible funding agency will understand what you are talking about. Explain every concept and describe clearly how the plan of operation will be carried out. Define the procedures briefly but adequately, and show who will be affected by the project.

Develop a schedule estimating the time necessary for each phase of the project and allow sufficient time for carrying out the project. Describe items; these will show everything your project will cover, such as hiring of additional staff, analysing the results, and producing a final report.

Make good use of flow-charts and diagrams to show how the project will operate. Establish a system for reporting to your own board as well as to the funding source.

Organizational Experience and Capability

Briefly, but positively and without false modesty, outline the organization's abilities and track record. Demonstrate this by outlining each project you have had funded and the outcome. Much of this evidence of the capability of the organization should be placed in the appendices of the application.

Staffing and Facilities

It is always better to use at least some current staff in projects for which funding is requested. Identify the key staff people who will be involved in the project and describe their qualifications in terms of experience, education, etc. If you need to hire new staff, describe their involvement, duties and responsibilities. If consultants are to be used, indicate their duties and rate of pay. Note the geographic location of the proposed project and if additional equipment will be purchased. Describe why you may need additional space if you are seeking funds for it.

Organizational Structure

Use flow-charts and diagrams to show the lines of authority in the organization, to demonstrate staff involvement, and to show where the project will be located within the organization's structure.

Budget

This, along with the actual workplan, tends to be the most critical part of the proposal. The budget must bring into focus the rest of the proposal. Make sure that the budget accompanying the grant application is complete and that every potential expense is documented. This is especially important since the funder may support certain elements of the budget and not others, e.g. salaries, printing.

The workplan should have provided an outline of how and where the money will be spent and what type of activity will be carried on. The more you are able to deliver at a reasonable cost, the better your chances of obtaining funding. Allow some room for escalating prices in the budget.

If you have access to a qualified accountant, utilize that person fully in preparing the program costs. Make sure you are aware of the regulations governing the purchase of new equipment.

At times during the course of the project, you may have to hire additional staff, and pay more for such things as printing. Make provisions in the proposal for this. Also be sure to have adequate coverage for whatever fringe-benefit package you will provide.

The question of providing adequate financial controls comes up again and again. See your accounts not as a means of control exercised by the funding agency, but as a means of liberation by which you and they know how you are using the resources. Maintaining good accounts means that you know what you have, and can readily see how the money is being spent.

The budget should be divided into direct and indirect costs. Direct costs are those that are readily identifiable with the proposed project, such as salaries, fringe benefits, supplies, equipment, travel and printing. Indirect costs are those the organization doing the project has to bear, such as maintenance, administrative and operational expense.

Evaluation

Evaluation is the process of finding answers to such questions as: What is it that we do? How well are we doing it? It is a means of keeping a project on course and prevents it from flying blind. The answers to such questions have to be based on objective evidence and they have to be obtained systematically.

Simply telling a funding agency that your group is doing an excellent job is inadequate, which is one of the reasons why evaluation procedures should be built into the proposal. A clearly outlined evaluation process can serve to pinpoint goals, improve procedures and sharpen definitions during the initial proposal formulation. The evaluation process will let you know if the project is on target in meeting its stated goals. If the project is having problems, the evaluation can help to put it back on track and show where changes have to be made.

Evaluations are most effective at the beginning, in the middle, almost at the end, and at the end of the project. The methodology for data collection and evaluation criteria to be used are important and should be clearly defined at the beginning of the project. Be sure that the data to be collected will actually be available. Be sure to say in the proposal who will be doing the evaluation.

There is a wide range of techniques for measuring the progress of projects. These might include collecting statistics on the number of participants registered in a conference, the number of volunteers, etc. However, most projects set out to achieve what cannot be measured easily, such as whether clients are satisfied with particular services, or what participants think about what should be done about a specific community issue. Techniques for getting such information can vary from informal remarks to elaborate surveys. The relevant information should be gathered from as many different sources as possible so that evidence from one may be compared with evidence from another. This increases the objectivity and soundness of the conclusion.

THE POST-APPLICATION PHASE

Many groups use post-meeting reaction slips. At the end of a meeting or project each participant is asked to respond to a series of questions. Often some form of rating scale may be helpful so participants can register shades of opinion between yes and no. For example, excellent-good-fair-poor is a rating scale of four parts. A reaction scale in five parts might be attached to a question such as: How satisfactory did you find this workshop?

Completely
satisfactory 5 4 3 2 1 Unsatisfactory

Clearly the answers to such questions provide a basis for planning future activities better.

Future Funding

What will happen afterwards? You can be sure that a prospective donor will ask this question.

You should be able to demonstrate your agency's ability to obtain future funding once the present grant has ended. If the organization feels the project has the potential to affect the community substantially enough to require its continuance, then explain how you plan to seek additional funding. Try to do some preliminary investigative work on other potential funding sources that might be interested in providing money for the project, once you have demonstrated your ability in the initial grant period.

Appendix

The appendix might contain:

- * letters of support for the proposed project;
- * résumés of present staff and, if available, of potential staff;
- * flow-charts, diagrams, statistical breakdowns, and other such material not in the body of the proposal;
- * letters of incorporation;
- * most recent financial statement and annual report.

It could take weeks, months, and sometimes even longer, before you get a final decision on your application.

In the event of your application being rejected, it would be useful to find out the reason. You should then re-examine the project and determine whether it should be abandoned, resubmitted as is, or revised. Or the funding source may be willing to introduce you to other funding agencies and call them on your behalf.

When you receive the grant, you are now faced with the responsibility of carrying out all the tasks that your proposal committed you to. After you have the money in the bank, write a thank-you letter; inform the staff and members of the board of directors. Make sure you understand any stipulations or conditions attached to the grant.

Be sure to review with the funding source the procedures for submitting progress reports. A well-documented report is one of the best means of building an organization's credibility.

It may also be useful to reconfirm the understanding or agreement as to mutual expectations, such as expected roles, commitments and anticipated results. Reporting arrangements, financial management and over-all planning requirements may take different forms depending on the donor. In government these may range from the well-defined precise requirements demanded by statutory grants and set out in regulations, to the more discretionary requirements attached to non-statutory grants.

Remember to acknowledge the source of your funds fully and publicly. Very few donors wish to remain anonymous, so recognize their contributions in your publications, program materials, and press releases.

WHERE TO FIND THE FUNDING SOURCES

Follow-up is where a lot of groups fail. It is important to keep the funding agency informed of progress and to involve it when appropriate. This should be done not only with the people who made the decision to give you money, but with all the others who might be interested in your work. It is not adequate to give them a report just before you ask for money the next time. Maintain constant contact both formally and informally. By developing long-term and lasting relationships, your chances of getting continued support, or even an increase in the grant, are much greater.

The first step in successful fund-raising is to identify the potential sources of support. Information about these may be obtained in a number of places. Do not depend solely on this publication.

While looking for resources for your group, keep in mind that you need to be creative about combining resources to support the various needs of your organization. Participate in local coalition building and networking to create public awareness of your community's needs and develop good working relationships with your local elected representatives.

The major sources of information about grants are found in libraries, community information centres, fund-raising workshops and institutes, government offices, and the news media. Some of these are given here for your information without implying endorsement.

- * In beginning the search for financial support, the first place you should go to is the local library. It should contain a number of useful reference volumes such as the most recent directories of programs and services provided by all levels of government. You may also be able to find the annual reports of a few of the bigger foundations, which would certainly be one of the best sources of information about their funding patterns.
- * Newsletters, guides to grant programs, and information publications in the grants and fund-raising area are fairly extensive, particularly from the United States. Most of these are still applicable in the Ontario context. It may be worth the investment for a trial subscription. See Bibliography.
- * Professional associations are often good sources of fund-raising information. For example, the National Society of Fund-Raising Executives, #100-317, 2 Bloor St. W., Toronto, Ontario, M4W 3E2, provides special training institutes, as does the non-profit Management and Fund-Raising Centre, based in Peterborough, Ontario. (705)-743-8124.

Of particular interest is the newly-established non-profit Canadian Centre for Philanthropy, #504, 185 Bay Street,

Toronto, Ontario, M5J 1K6, tel. (416) 364-4609. This was founded in the spring of 1980 to encourage philanthropy in Canada through increased financial and volunteer support.

At time of printing, a special rate of one year's enrolment in the Charter Associates Program is available at \$225. for organizations with total revenues of \$100,000. or more; \$125. for those with less. Registered Operating Charities that enrol in the Associates Program will be entitled to the following programs and services:

Information Resources Centre (IRC)

The centre is establishing a data base on Canadian foundations and granting agencies. Through its affiliation with the Foundation Centre of New York, the IRC also has the most complete Canadian collection of information about American foundations. Materials are also being collected on volunteerism, fund-raising, grantsmanship, tax and charitable law, and other subjects of interest to all who are involved in charitable activity.

Publications and Research

Associates will receive some IRC publications without charge. Additional publications will be available at a special rate:

- The Philanthropist (Journal)
- The Canadian Directory to Foundations and Granting Agencies
- Monthly Memo
- Annual Report on Giving in Canada
- Occasional Papers

Professional and Volunteer Development

The centre encourages charitable activity, co-operation and exchange of services and information among its associates through such activities as:

- national conferences
- workshops and seminars
- information/skills exchange

- job mart
- office privileges
- two enrolments per organization

- * Government agencies provide information brochures outlining the programs or types of assistance they offer, as well as stating who is eligible.

The Citizens' Inquiry Bureau of the Ontario Government may be a useful first place to find out about provincial programs: Room M1-51, Macdonald Block, 900 Bay Street, Toronto, M7A 1N3 or (416) 965-5130 or Toll Free 1-800-268-7095.

- * Finally do not underestimate the value of word-of-mouth contacts. Talk to friends, colleagues and groups with similar activities for their experiences in raising money. Resources and services vary greatly from one community to another and in finding out what is available in your community it may be useful to contact any or all of the following:

- Social Planning Council;
- United Appeal/United Community Services;
- Community Information Service (where such services exist, they may be attached to the Social Planning Council, the Public Library, City Hall, or may be operated entirely by a volunteer citizens' group);
- Chamber of Commerce;
- Municipal, county or regional clerk;
- Volunteer Centre.

In most communities, service agencies are listed in the Yellow Pages of the telephone book under Social Service Organizations. The majority of local agencies do not have funds to assist community groups but their staff can often provide valuable information and advice regarding local services - where to seek funds, or whom to contact on the local level.

NETWORKS AND UMBRELLA ORGANIZATIONS

During the last decade, networks, coalitions and various types of umbrella organizations have played an increasingly larger role in developing policies and carrying out programs in the field of social development. By marshalling their resources to collect information and articulate informed opinions, community agencies and groups are in a better position to play a significant role in forming social policy. By working together, community agencies can share information, skills and resources to make their own programming more responsive to the needs of the community. Networks therefore can be looked upon as one means to help agencies offer comprehensive services in a more co-ordinated and cost-effective way.

In your planning stages, therefore, it might be very helpful for you to check to see if there is any appropriate umbrella organization already in existence.

There are many general sources of assistance in the voluntary sector that could be very valuable to you. Potential support could be provided by inter-agency councils, churches, community colleges and local universities, local social planning councils, union offices, ethnic organizations, community centres, and settlement houses. You might even get one of these community-based institutions or charitable organizations to donate office space, equipment and supplies.

The fullest listing of local social agencies is found in the Directory of Community Services, which is produced in most cities in Ontario by local information centres.

The following is a limited list of organizations that might be able to help you -- not by directly providing financial assistance but perhaps by directing you to the best sources, by offering alternatives such as volunteers, by providing research information, and so on.

The Canadian Council on Social Development

55 Parkdale Avenue
Box 3305, Station C
Ottawa, Ontario, K1Y 4G1

This is a national non-profit organization

whose membership is open to any organization or individual interested in securing comprehensive well-administered social services of the best possible quality for the people of Canada. The council serves as a vehicle for co-operative planning and social action, provides information to the public on social welfare programs, carries out research, and convenes conferences and seminars in the field of social welfare.

Although there is an effort on the part of the staff to develop an interdisciplinary approach to social policy, program directors concentrate on one or more of the following areas: housing; income security, including income through employment opportunities; law and social development; personal social services; health; social planning, including citizen involvement.

Publications include: Youth and Employment: A Sourcebook; Women in Need; A Review of Canadian Social Housing Policy; Rent Stabilization; Community Multi-Service Centres; Project Information Exchange; a report on Consumer Debt; and a review on Social Policies for the Eighties.

Periodicals include: Perception.

Canadian Pensioners Concerned, Inc.

Ontario Division

34 Barkwin Drive
Rexdale, Ontario M9V 2W3
(416) 741-1575

This is an organization of retired people working on a voluntary basis to inform, encourage and assist all retired persons, and to inform the public, corporations and governments of the needs of the aged. It provides assistance to those who wish to form new chapters in communities where retired persons are not organized. Support is also provided for chapters already established, as well as to affiliated groups.

Resources include educational material, speakers, tapes, and research material. For membership application or requests for material, contact the field organizer at the above address.

Cross-Cultural Communications Centre (CCCC)

1991 Dufferin St.
Toronto, Ontario M6N 3N9

The centre is designed to provide information and education on multiculturalism, race relations and immigration. It holds workshops, produces bibliographies, newsletters and studies, and has a resource library that includes video materials and literature on immigration, racism, multiculturalism, ethnic and racial groups, employment and Third World countries.

Junior League of Toronto

38 Berwick Avenue
Toronto, Ontario M5P 1H1
Attention: Vice-President Community
(416) 482-1600

This is an organization of community-minded young women working as trained volunteers in the fields of criminal justice, social services, health, arts and education. It is one of 250 leagues throughout Canada, the United States and Mexico. The purpose of Junior League is to promote volunteerism, to develop the potential of its members for voluntary participation in community affairs, and to demonstrate the effectiveness of trained volunteers. The Junior League of Toronto supports a variety of community projects through grants and volunteers.

National Council of Jewish Women in Canada

4700 Bathurst Street
Toronto, Ontario
(416) 633-5100

This is a voluntary organization which, in the spirit of Judaism, is dedicated to furthering human welfare in the Jewish and general communities, locally, nationally and internationally. Through an integrated program of education, service and social action, the National Council of Jewish Women in Canada provides essential services and stimulates and educates the individual and the community.

Present involvement in the Canadian community includes: citizen impact

program, human rights, leadership training programs, volunteerism, family life education, mental health, playreading, day care, children's libraries, gerontological programs, development of certificate programs in community studies at universities across the country, university scholarship funds, community TV, a task force on people who are disabled, E.S.L. school, sight screening program.

Ontario Association for the Mentally Retarded

1376 Bayview Ave
Toronto, Ontario M4G 3A3
(416) 483-4348

This association provides assistance, resources, and information on services and aid available to groups working on behalf of persons who have mental retardation.

The type of assistance available includes: speakers, films, consultants and direct professional materials, bibliographies, projects for volunteers, resource training course, and resource materials including those for recreation and camping programs.

Assistance and/or information can be obtained by phoning or writing your local association or the Ontario association at the above address.

Ontario Association of Volunteer Bureaus and Centres

This organization meets regularly to discuss the needs of Ontario bureaus and centres, and to upgrade and promote volunteerism in the province. Volunteer bureaus devote their energies to community service by encouraging citizens to improve their communities through their own efforts. Through creative use of leisure time, these volunteers provide strength and enrichment to all non-profit health, welfare, educational, cultural and recreational as well as governmental organizations. Volunteer bureaus and centres assist in recruiting, interviewing, training and referring individuals who wish to participate in community services. Check your telephone directory for your nearest volunteer bureau.

The United Senior Citizens of Ontario Inc. (USCO)

3505 Lakeshore Blvd. W.
Toronto, Ontario M8W 1N5
(416) 252-2021

This is an organization of affiliated older people's clubs. Its purpose is to promote the welfare and best interests of older people in Ontario. Membership is open to senior citizens clubs as well as to individuals through the USCO Star Member Program.

Urban Alliance on Race Relations

229 College Street, 2nd Floor
Toronto, Ontario. M5T 1R4
(416) 598-0111

The alliance works toward promotion of a better race relations climate by raising race relations issues for public discussion and community response, and trying to improve human rights legislation as it impacts on race relations.

In addition to the above descriptions, the following is a further list of organizations. Some provide services; some provide a co-ordinating function; others carry out an advocacy role.

Association of Community Information Centres in Ontario

1530 Albion Road
Rexdale, Ontario
M9V 1B4

Canadian Hungarian Federation

6 Alcina Avenue
Toronto, Ontario
M6G 2E8

Council of Chinese Canadians in Ontario

3rd floor
150 Dundas Street West
Toronto, Ontario
M5G 1C6

Guelph & District Multicultural Centre Inc.

107 Quebec Street
P. O. 1536
Guelph, Ontario
N1H 6N9

Hamilton Multicultural Centre

500 James Street North at Picton
(Northeast corner)
Hamilton, Ontario
L8L 1J4

Hispanic Social Development Council

3rd Floor
185 Bloor Street East
Toronto, Ontario
M4W 3J3

Movement for Canadian Literacy

P.O. Box 533, Station "P"
Toronto, Ontario
M5S 2T1

Multicultural Workers Network

454 University Avenue
Toronto, Ontario
M5G 1T2

The National Black Coalition of Canada

Suite 1
26 Lennox Street
Toronto, Ontario
M6G 1J4

North American Indian Travelling College

R.R. #3
Cornwall Island, Ontario
K6H 5R9

North York Inter-agency Council

Churchill Public School Basement
188 Churchill Avenue
North York, Ontario
M2N 1Z5

Ontario Council of Agencies Serving Immigrants

582 College Street
Toronto, Ontario
M6G 1B3

Ontario Federation of Indian Friendship Centres (OFIFC)

Suite 203
234 Eglinton Avenue East
Toronto, Ontario
M4P 1K5

Ontario Native Women's Association

278 Bay Street
Thunder Bay, P, Ontario
P7B 1R8

Ontario Metis and Non-Status Indian Association (OMNSIA)

Suite 30
5385 Yonge Street
Willowdale, Ontario
M2N 5R7

Ottawa-Carleton Immigrant Services Organization

425 Gloucester Street
Ottawa, Ontario
K1R 5E9

Polish Canadian Congress

Toronto Branch
206 Beverley Street
Toronto, Ontario
M5T 1Z3

Portuguese Inter-agency Network

136A Dundas Street West
Toronto, Ontario
M6J 1Y2

Social Planning Council of Metropolitan Toronto

3rd Floor
185 Bloor Street East
Toronto, Ontario
M4W 3J3

Sudbury Regional Multicultural Centre

150 Durham Street South
Sudbury, Ontario
P3E 4W7

TESL Association of Ontario

(Teachers of English as a Second Language)
4th Floor, 454 University Avenue
Toronto, Ontario
M5G 1R6

Thunder Bay Multicultural Association

P.O. Box 2334
Thunder Bay, P, Ontario
P7B 5E9

Union of Ontario Indians

27 Queen Street East
Toronto, Ontario
M5C 1R5

Ukrainian Canadian Committee

(Ontario Provincial Council)
2395A Bloor Street West
Toronto, Ontario
M6S 1P6

Women Working With Immigrant Women

348 College Street
Toronto, Ontario
M5T 1S4

The above is but a sampling of the many types of umbrella voluntary organizations

that you might find useful for your group. It is by no means a comprehensive listing of the numerous umbrella ethnic, multicultural, sports, recreational, environmental and arts organizations that are a flourishing and important feature of voluntary activity in Ontario. Check your local library or information centre and such things as

- Guide to Race Relations Organizations, issued by the Ontario Human Rights Commission
- Directory of Native Communities and Organizations in Ontario, and
- Newcomers Guide to Services in Ontario, both issued by the Ministry of Citizenship and Culture.

If you have still not found an existing network that fits your group's needs, you might like to consider forming one of your own.

Forming a Network

The following generally-accepted suggestions can be useful in forming a network or coalition where there is none and in revitalizing a coalition that has been inactive.

- * Develop a core group of committed people to begin the necessary planning.
- * Establish the over-all reason and rationale for forming the coalition. While many coalitions are formed around one issue, a problem can develop if it so focused on that one issue and its resolution that the coalition eventually becomes dormant or disappears altogether.
- * Set goals and objectives based on feedback the working group has received. These objectives should be broad, realistic, and obtainable over the long run so that the rationale for the coalition's existence does not evaporate. The best way is to make your presence known on various issues, not just those involving funds.
- * Expand the working group continuously to involve as many people as possible. This will be the true beginning of your

coalition as each member is kept abreast of local or province-wide activities.

- * Utilize the skills of the coalition members. Too often one thinks the only experts are those who live more than 300 miles away. This is generally not the case. The technical assistance you need on fund-raising, program monitoring, or proposal writing can often be found within your own coalition.
- * Obtain funds for coalition staff. Some agencies feel that having paid staff for their coalition means money out of their own program's pocket. This is a big mistake. If your coalition has its own staff, it will be able to function more in your best interests without drawing you away from your agency so often. Foundations, businesses, and government grants are just a few of the sources of possible funding for coalition staff.
- * Keep your coalition visible. Seminars, conferences and training sessions are highly effective means of establishing credibility and making the coalition known in the community.
- * Establish a regular meeting schedule and method of information.

GRASS ROOTS

Although it is not feasible to cover this form of fund-raising fully, it is important that community groups be aware of the enormous potential for raising money from their own members and in their own communities.

In developing your fund-raising strategy, you should be careful not to rely solely on grants awarded by foundations, government or any other single source. An increasing proportion of funding bodies are now insisting on some degree of financial support for the project from the sponsoring group or community before they will consider assistance.

Also, the ability to raise funds through donations (e.g. from members of the board) not only serves to demonstrate openly the support and commitment you have within the community, but it also gives you much more confidence to negotiate from a position of real strength with grant-making bodies. To demonstrate some degree of self-reliance allows your organization greater initiative in developing a more equal relationship with the granting agencies. To create a small core of internally-generated funds will give your group much greater freedom to organize projects of your own choosing.

While looking for resources for your group, keep in mind that you need to be creative about combining resources to support the various needs of your organization. Look for opportunities to leverage the small amounts of money you may receive from one source so that you can increase the total amounts of funds available.

There are many advantages to raising money through the community - not the least of which is the opportunity to talk to a lot of people about the organization. Community fund-raising activities should be seen as a valuable means of increasing community awareness and interest in the organization, and as a means of recruiting new members and volunteers.

Examples of fund-raising techniques within the community include:

- * **Membership Dues:** Asking for financial support from one's members is one of the

most effective ways of determining whether you are doing a good job or not. It is an indication of member commitment and community support, and will show whether your past and planned activities are perceived as relevant to the member's needs and interests. "Membership" has tended to take the form of paying a fee to an organization in return for receiving a newsletter or journal and little else. However, defining the role of members more clearly in terms of actual participation could also provide you with a major resource that you had not fully exploited before.

- * **Fund-Raising Events:** The organization of a fund-raising event such as raffles, carnivals, contests, dinners, bazaars, concerts, etc., usually has a number of objectives apart from just fund-raising. You should be clear about these before starting as too many groups get discouraged by the enormous amount of time and energy involved for what so frequently amounts to very little financial return.

The general purpose of such an event may be to improve relationships with an organization's public, develop understanding, or to strengthen support through increased effort and contribution. More specifically, you should determine whether the event will directly or indirectly seek financial support, bring in new members or increase community awareness and participation. Generally, an event can do all of these things, but your priorities should be clear.

Volunteers are essential to any fund-raising event and should be directly involved right from the planning state. Although most fund-raising activities require an enormous amount of organizational work, the whole marathon of lotteries, carnivals, bake sales, luncheons, auctions, concerts and dinners can be very enjoyable for volunteers and beneficiaries alike. Although the money raised this way may be small compared to the total needs of the organization, it can certainly help

pay one staff salary or rent for a year.

- * **Canvassing:** A well-organized canvassing campaign will not only enable you to solicit contributions, but also to talk with people about the organization and the issues it is concerned with.
- * **Direct Mail:** Although used by many large non-profit organizations, this can be a very expensive way to get contributions as the return rate is generally extremely low.

MUNICIPAL GOVERNMENT

Within the guidelines set out by The Municipal Act and a number of other acts, municipalities in Ontario may pass bylaws and set their own priorities in response to local needs. The policies regarding the funding of community projects, therefore, vary greatly from one municipality to another.

Sections 352 and 353 of The Municipal Act enable municipalities to make grants to charitable institutions, patriotic organizations, and other groups and organizations for a variety of purposes. These purposes include community recreation programs and facilities, health or community centres, aiding indigent people, cultural and athletic activities, and the promotion of military science.

Your alderman or councillor can be helpful in pointing out what your local council sees as its priorities. At the same time they can often indicate how a specific request might be received. While many municipalities have no firm policies concerning the kinds of projects they will fund, others have fixed policies in this area.

Make sure you know how the municipal authority handles grants applications. It may be that separate standing committees of the council deal with relevant applications; for example, a social-service-type application may be considered by the Social Services Committee, or a cultural-type application by the Parks and Recreation Department, and so on. Or it may be that there is a special grants committee which considers all applications from non-profit community groups, whatever the nature of the project for which funding is sought. In some cases, there may be a combination of both - the application may need to go to a standing

committee and then to a grants committee, and then to a full council meeting for a final decision. Find out what your local procedure is, and whether there is a form to fill in.

The less structured the procedure, the more important it becomes for you to work closely not only with officials but also with the elected aldermen or councillors. This will include approaching key individuals with a good understanding of which interested parties you can approach and which arguments are likely to convince them. It means making a realistic appraisal of what you can reasonably expect to receive at any one time, with whose help, and having a clear strategy for achieving that objective.

A favorable response to a request for municipal assistance usually reflects considerable community support for your proposal. Municipal councils want: some assurance that the funds will be administered by a competent body; prior consultation with civic officials and your elected municipal representatives; documentation of the need for the service or project; a carefully prepared, well-organized proposal which clearly indicates that your group is well-informed, competent and prepared to carry out the project in question.

For information about a municipal grant, contact the clerk of the municipality. Residents of two-tier regional municipalities should ensure that their request is forwarded to the level that is responsible for the function to which their proposal is related.

The following descriptions of those resources available in some cities across Ontario are intended only to illustrate the variety of types of assistance (and areas of concern) available at the municipal level. Please note that these descriptions apply only to these particular cities or regional municipalities.

Borough of Etobicoke

Parks and Recreation Services Department
Civic Centre
Etobicoke, Ontario M9C 2Y2
(416) 626-4557

Non-profit community-based organizations serving Etobicoke are eligible for

assistance. The borough provides financial aid, free or limited-cost facilities, speakers, audio-visual materials, clerical assistance (limited), equipment loans, consultative services and professional resources. Those applying for financial assistance must submit a special completed application form by November 15th of each year. These forms are available from the department. For other than financial assistance, a phone call to the department will be sufficient. The following are examples of groups and projects sponsored by the Borough of Etobicoke: Arts Etobicoke, Harp House, Women's Habitat, Etobicoke Information Centres, YM-YWCA of Etobicoke, Etobicoke Social Development Council, Sports Groups.

Borough of York

Parks and Recreation Department
2700 Eglinton Avenue West
Toronto, Ontario M6M 1V1
(416) 653-2700 Ext. 281

The borough provides a wide range of assistance to groups in the community who are seeking assistance in the provision of recreational services. Sports groups, cultural groups, community associations, senior citizens groups and others fall into this category. Resources such as consultative services, printing of materials, limited financial grants, space for meetings, and limited equipment use, are some of the various items that they can provide. Individuals are encouraged to contact the recreation department and obtain further information on their specific request.

Municipality of Metropolitan Toronto

Grants Officer
Department of Community Services
5th floor, East Tower, City Hall
Toronto, Ontario
M5H 2N1

or

Co-ordinator, Multicultural Relations
Department of Community Services
5th Floor, West Tower, City Hall
Toronto, Ontario
M5H 2N1

The Metropolitan Council of Toronto makes grants to worthwhile community organizations that carry on works that are of interest to the Municipality of

Metropolitan Toronto. In awarding these grants, council is seeking to provide a measure of support to those groups that share its interests in the lessening, removal and prevention of the causes and effects of poverty and other personal hardship, as well as its interest in enriching and promoting community life in this municipality.

The grants made by the Department of Community Services fall under four sections or categories, each with its own terms and conditions. The four sections are:

- A) Social Services Grants
- B) Grants for Services to the Elderly
- C) Multicultural Grants
- D) Community Services Development Grants

Application forms and further information regarding grants under Section C can be obtained from the Co-ordinator of Multicultural Relations (367-8672). Similarly, for Sections A, B, and D call the Grants Officer (367-8332).

Groups receiving grants from the Metropolitan Council should be aware that these payments are made outside of any statutory provision or cost-sharing formula and as such are financed entirely from municipal revenues. For this reason grants are not made in support of any services that can be funded under a provision of another level or branch of government, or that in the opinion of the municipality are entirely within the jurisdiction of those governments or the voluntary sector.

The grants philosophy of the municipality can be summarized in one word -partnership. While government agencies and the various voluntary organizations have their own separate and often unique areas of responsibility and endeavor, there are many occasions when it is of benefit to both the public and the private sectors to combine their energies and resources and work together. The extent of this partnership is in reality in direct proportion to the amount of resources (financial and otherwise) that each side contributes to the service.

City of Kingston
City Hall
216 Ontario Street
Kingston, Ontario K2L 2Z3
546-4291

The Parks and Recreation Department of the City of Kingston assists with recreation and community group work, including senior citizens groups. The department will help to locate facilities, leaders or instructors. It also assists with publicity, program planning and development, and staff will attend meetings and discussions to help groups continue on their own.

Council approves grants for non-profit, charitable, recreational and patriotic organizations, as well as other organizations that contribute to the community in some way. They may include senior citizens groups, consumers' associations, etc. Meeting rooms at city hall and other city buildings are provided free of charge for various non-profit groups.

Groups interested in applying for financial assistance must complete a Request For Grant form and return this to the Clerk-Comptrollers Department by January 31 of each year. The application must be accompanied by a copy of the organization's previous year's financial statement (audited if available) and a copy of the current year's budget. If a group or organization is eligible for financial assistance from other levels of government, it is requested to apply for it and, in some cases, the city's grant is conditional on funding from other sources.

The following are examples of groups and projects sponsored by the City of Kingston: recreational and cultural activities, public hospitals, voluntary health organizations, social and family services, assistance to the aged and children.

City of London
Director, Social Administration
300 Dufferin Avenue, 2nd Floor
London, Ontario N6B 1Z2
(519) 679-5432

Grants are allotted by the City of London to groups in five categories. These categories are as follows: rehabilitative, cultural, educational, recreational, or community-oriented. To be eligible for these grants, the interested group must be incorporated, or registered as a charitable organization.

The following are examples of types of services issued grants by the City of London: volunteer bureau, debt counselling

service, phone-in crises centres, information bureau, music festival, outreach service for shut-ins, crippled children's centre, Goodwill industries, boys' and girls' clubs, Road Race Association, youth orchestra, theatre groups, etc.

A formal application form must be completed and forwarded to the city by September 30 in the year preceding the grant year.

City of Thunder Bay

Dwight Gessie
Corporate Development Officer
Corporate Development Department
City Hall, 500 E. Donald Street
Thunder Bay, Ontario P7E 5V3
(807) 623-2711, Extension 2385

The City of Thunder Bay provides funds or other forms of financial assistance in limited amounts to community groups or organizations that qualify for the city's support. Those applying for assistance are required to complete a Request For Financial Assistance form. This must be accompanied by financial statements from the organization's previous year, as well as a budget for the coming year. The organization must also show adequate evidence of efforts to seek financial support from the public and other levels of government, if applicable. Financial assistance to community groups and organizations is divided into certain policy segments:

- * Reception and entertainment
- * Visitor parking
- * Promotion
- * Official recognition- citizens of exceptional achievement
- * Courtesy bus transportation
- * Culture- festivals
- * Culture- performing and visual arts
- * Recreation and service
- * Health, welfare and social development
- * Education

To receive further information or applications, interested groups should contact the corporate development officer at the above-noted address.

City of Toronto

Department of the City Clerk
Public Information Centre
City Hall
Toronto, Ontario M5H 2N2
367-4020

Grants: Organizations with original programs that are essential to residents of the City of Toronto, which cannot be financed by private business or donations, may be eligible for grants from the city. To be eligible, the group's program or project must not overlap any services that are already provided by the city. Certain guidelines are set out and consideration given to non-profit organizations that demonstrate that their purposes and objectives are to meet community needs.

Grants are allotted in the following categories: general, recreational, cultural, pre-start-up and housing management, and community economic development. Application forms or further information may be obtained from the City Clerk, City Hall, Toronto, Ontario, M5H 2N2.

Regional Municipality of Sudbury

Sudbury Department of Parks and Recreation
Box 1000
Sudbury, Ontario P3E 4S5
(705) 674-3141

The Department of Parks and Recreation for the Regional Municipality of Sudbury will consider assistance to volunteer organizations that provide recreational, cultural, education or artistic services to the community. Resources available include: speakers, films, audio-visuals, professional assistance, consultation, educational or informational materials. No special procedure is required to obtain the above-mentioned types of assistance; however, requests for financial assistance require a special procedure.

Financial Assistance: All requests for financial assistance must be submitted on the appropriate form, which can be obtained from the City Clerk's Department. The deadline date for application submissions is the last working day of March of each year. Before an application for funding will be considered, it must be accompanied by a

financial statement from the previous year and a budget for the current year. Once completed, the application may be submitted directly to City Clerk's Department. All applications must be picked up in person.

PROVINCIAL GOVERNMENT

The following Ontario government agencies provide financial assistance to community groups. Although the head office address is given, please check the blue pages at the back of your local telephone directory to see if a district office exists, as this should be your initial point of contact for additional information.

In addition to this listing of provincial government programs that provide financial assistance to non-profit community groups, a complete listing of all Ontario government programs and services is contained in the New KWIC Index to Your Ontario Government Services. This should be available at any library or can be purchased at \$2.50 per copy from:

Ontario Government Bookstore
880 Bay Street
Toronto, Ontario

or by mail order from:

Publication Services Section
5th Floor, 880 Bay Street
Toronto, Ontario
M7A 1N8
Tel: toll-free 1-800-268-7540

Ministry of Agriculture and Food

801 Bay Street
Toronto, Ontario
M7A 2B2

Agriculture and Horticultural Societies Branch (416) 965-1091: It gives grants to agricultural societies in Ontario for exhibitions, fairs, crop competitions, improvements to buildings and grounds, commercial and educational displays. It also gives grants to horticultural societies and plowmen's associations. Horticultural societies hold exhibitions and competitions (i.e. flowers, plants and vegetables) and conduct courses on gardening. The Ontario Plowmen's Association (which sponsors the International Plowing Match and Farm

Machinery Show), the Ontario Association of Agricultural Societies and Ontario Horticultural Association all have their headquarters at this branch. For information contact the county and district offices.

Ministry of the Attorney General

It administers grants to clinics providing legal services to the community and contributes to the operation of student legal aid societies in five Ontario law schools. General information on the Ontario Legal Aid Plan is available from the main office below:

Ontario Legal Aid Plan
Provincial Director's Office
10th Floor
145 King Street West
Toronto, Ontario
M5H 3L7
(416) 361-0766

Ministry of Community and Social Services

Hepburn Block
80 Grosvenor Street
Toronto, Ontario
M7A 1E9

This ministry provides programs and services for families, including adults and children, senior citizens, people who are handicapped or mentally retarded, and those in financial need. It makes available various kinds of assistance to people in the above categories through local governments, private agencies and charitable organizations. Operational and support services are provided to agency-delivered social service programs.

Support Services: These include financial assistance to community-based community support programs. The community support program includes debt and credit counselling services, family counselling services, homemakers and nursing services, half-way houses for alcoholics, former inmates or ex-offenders and the socially disadvantaged, and support services for physically-disabled adults in designated projects. For information and services relating to specific programs, contact the adults' services area and local offices.

Social Services Programs: These are administered through the ministry's regional area and local offices, and include

employment programs, mental retardation programs and senior citizens programs. Each program is described individually under the entries that follow. For information on a specific program, contact the adults' services area and local offices.

- * **Employment Programs:** These include the delivery of vocational rehabilitation services, as well as financial assistance and program support for rehabilitation workshops and work-activity projects that are administered by local organizations. Vocational Rehabilitation Services aims to develop or restore the work capacity of people who have physical or mental disabilities.
- * **Day Nurseries Program:** This program supervises and issues licences to nursery schools, day-care centres and private home day-care agencies. It provides information and consultation to provincial associations and groups regarding development of programs, staffing and legislation and special day-care programs (i.e. for Native people, people with disabilities, etc.). Provides financial assistance to municipalities, approved groups that are incorporated, and Indian band councils to establish day nurseries, and to municipalities to provide financial assistance to eligible individuals seeking day care. Maintains statistics on day nurseries. Services are delivered through the children's services area offices.
- * **Institutions, Children's Services:** Under the Children's Institutions Act and the Charitable Institutions Act, this division may provide charitable organizations and social agencies with capital and operating grants and subsidies. It may also provide supervision and consultation to homes for unmarried mothers, and to homes for children and youth (juveniles) whose parents are facing family crises, who are emotionally disturbed, delinquent, or abusing the use of drugs, or who need help to live independently in the community. Under the Children's Residential Services Act, the division established standards in all children's residential care programs, and issues licences to individuals or groups operating homes for three or more children. Services are delivered through the children's services area office.

- * **Mental Retardation Programs, Adults:** These programs provide financial assistance and program support for community-based programs designed to meet the needs of mentally retarded adults in the areas of accommodation, employment and training, adult protective services (to enable mentally retarded adults to become self-sufficient in a community setting) and special support projects. Services are directly administered by local associations for the mentally retarded. A Mental Retardation Co-ordinator works in each area office serving as a link between the province and community groups in identifying and planning services for mentally retarded adults. These services are delivered through the adults' services area and local offices.
- * **Senior Citizens' Program:** This provides consultation and operating subsidies (grants) to homes for the aged, residential and extended health care and social services in co-operation with municipalities, public and private groups. It assists in community outreach programs such as home support, elderly persons centres, senior volunteers in service, Link skills, etc.

Ministry of Correctional Services

2001 Eglinton Avenue East
Toronto, Ontario
M1L 4P1

In the Community Programs Division, the Community Program Support Services Branch (416-750-3475) is responsible for staff training within the division, and for the development of new initiatives in corrections that involve the community. Among these are working with volunteers, community service orders, restitution programs and the development of programming for Native offenders.

- * **Community Services Orders (CSO):** These are given to non-violent offenders as a condition of a probation order in lieu of incarceration. The work performed would not otherwise be carried out except by volunteers. In some instances, offenders provide direct services to their victims in reparation. Organizations with projects of

tangible benefit to the community can obtain volunteer help from the CSO Project by writing to the above address.

- * **Community Volunteer Programs:** This is a central resource to volunteer co-ordinators involved in the recruiting, screening, training and supervision of volunteers who are involved in community programs operated by the ministry, which include probation and parole services. Opportunities for volunteer participation exist in all geographic areas of the province.

Ministry of Citizenship and Culture

77 Bloor Street West
Toronto, Ontario
M7A 2R9

Arts, Heritage and Libraries Division

- * **Arts Services Branch (416) 965-6256:** It develops policies and programs to encourage excellence in the arts and wider participation in arts activities. Provides operating grants to provincial cultural institutions and agencies, provincial arts service organizations, and certain arts training institutions.
- * **Cultural Exchange Programs (416) 965-6509:** It provides information and/or grants to community associations, individual artists and art groups involved in interprovincial or international culture exchanges. Criteria used for assessment include the financial and cultural impact of the project, public accessibility, community support, financial accountability of the group, and the "special" versus the on-going nature of the project. Level of funding will be determined on an individual project basis. A variety of cultural exchanges between Ontario and Quebec are assisted under the auspices of the Ontario Quebec Permanent Commission.
- * **Festival Ontario (416) 965-6509:** It co-ordinates exhibitions from major cultural and arts institutions and makes these available free of charge to communities to augment festivals or special events. Festival Ontario does not organize

festivals but assists at the request of the communities.

- * **Public Art Galleries Grants (416) 965-6256:** It assists eligible non-profit community art galleries through grants for basic operating and administrative expenditures. Galleries must meet eligibility criteria and provide detailed financial and operations information.

Heritage Conservation Division

- * **Heritage Administration Branch (416) 965-4021:** Architectural Conservation Section provides technical support to the Ontario Heritage Foundation for its grants or loans programs which encourage architectural conservation or preservation of buildings of historical and/or architectural significance. Advice on preservation of buildings is offered to organizations and individuals, including assistance with the establishment of Local Architectural Conservation Advisory Committees (LACAC) and programs.
- * **Historical Conservation and Promotion Section:** It provides technical support for the Ontario Heritage Foundation in preserving heritage buildings and in erecting plaques to commemorate people or events of province-wide importance. Provides grants to help fund the operations of local heritage groups and gives them the technical advice. Also gives the municipalities and community groups grants to assist in the erection of local plaques. Administers the Ontario Heritage Foundation grants program aiding projects of historical nature (e.g. publication of local histories).
- * **Museum Assistance Program:** This provides technical advice and grants to museums owned and maintained by municipalities, Indian band councils, conservation authorities, libraries and non-profit corporations.

Multiculturalism and Citizenship Division

- * **Citizenship Development Branch (416) 965-6621:** It develops and supports programs aimed at developing and improving ethnic and intercultural

relations. Programs include: developing an appreciation for different ethnocultural groups in Ontario; encouraging information sharing through intercultural workshops; assisting the development within institutions of a sensitivity to cultural differences; promoting and facilitating the development of individual leadership capabilities and the increased organizational effectiveness of community groups. Branch consultants provide consultative services, publications, films, tapes, and intercultural development grants to community groups, voluntary agencies, professional associations and other institutions. Consultants also work with other ministries to encourage and monitor the implementation of the government's multicultural policy.

- * **Citizenship Development Grants Program:** To be eligible for citizenship development grants the organization must be non-profit and community based. The four major categories are as follows:

Community Participation

i.e. activities that develop a citizen's knowledge and understanding of Canada, its history, institutions and systems of government and activities designed to enhance the participatory role of citizens in a democratic society.

Multicultural Development

i.e. activities that increase interaction and understanding within and among different ethnocultural groups, activities that promote community understanding of different cultures, and activities that bring together people of diverse cultural backgrounds to share their cultural perspectives on matters of common interest and concern.

Leadership and Organizational Development

i.e. activities that enhance the development of individual leadership capabilities within community groups and organizations active within the mandate of the Ministry of Citizenship and Culture, and activities that increase organizational effectiveness with particular reference to the utilization of human resources.

Voluntary Action

i.e. skill development projects directed toward those responsible for co-ordinating, training and working with volunteers involved in activities that fall within the program mandate of the Ministry of Citizenship and Culture, and activities that promote the concept of volunteerism generally and/or assist in the development of effective boards and organizations.

- * **Native Community Branch (416) 965-5003:** It consults and works with Native communities and organizations to assist in encouraging Native self-reliance and participation in the life of the province. Branch objectives are: to support Native heritage preservation and cultural continuity, to assist Native communities in socio-economic development, to promote the development of human resources and leadership in the Native community, and to facilitate direct Native access to government services and resources. Its programs include consultative assistance, research and information, publications, policy advisory services and grants.
- * **Newcomer Services Branch (416) 965-2285:** It provides and supports programs related to reception and settlement, orientation and language training of immigrants and refugees. Provides the Newcomer's Guide to Services in Ontario, an orientation resource for newcomers, and teachers and counsellors of newcomers, available in several languages. Gives information on setting up parents' and preschoolers' and other community-based language classes. Print and audio-visual materials and information on French and English as a Second Language (ESL) teaching and classes are available from the ESL clearing house (965-4331). For information on newcomer integration (NI) project grants and newcomer language orientation classes (NLOC) grants, contact ministry field offices.

* Multicultural Service Program Grants

This grants program is designed to support community-based organizations which deliver services and programs within the multicultural mandate of the Ministry of Citizenship and Culture.

Its purpose is to help to maintain the stability of organizations which have as a primary focus the delivery of multicultural programs and services on an ongoing basis by assisting with their operating costs. The latter include:

- o the salaries, benefits, training and travel costs within Ontario of the organization's regular staff
- o accommodation costs such as lighting, heat and maintenance
- o telephone and postage costs
- o the development or purchase of program materials
- o office supplies
- o auditor's fees
- o printing, promotion and publicity
- o purchase of service contracts for research, needs assessment, clerical support, etc.

CATEGORIES:

Settlement Services for Newcomers

- o to assist organizations offering information, orientation, referral, counselling, escort and interpreter services for newcomers

Intergroup and Intercultural Relations

- o to assist organizations offering programs designed to increase interaction and understanding among ethnocultural groups and between these groups and the broader community

Integration of Ethnocultural Minorities

- o to assist organizations which actively promote the participation and long-term integration of ethnocultural groups through programs such as citizenship education, leadership and volunteer development, and employment skills development.

GRANTS CRITERIA

Eligibility

Community-based, incorporated, non-profit organizations with an established record in delivering services and programs within the Ministry's multicultural mandate.

The Organization must:

- o have as a primary focus the delivery of multicultural services and programs
- o demonstrate its commitment and capacity to deliver multicultural programs/services on an ongoing basis
- o not be core-funded by any other Ontario government ministry or agency (exceptions may be considered where no other organization is serving a given area or constituency)
- o direct its services and programs to residents of Ontario and ensure that the former are accessible to all members of the community
- o provide evidence of financial support for its multicultural services and programs from other sources, e.g. other levels of government, foundations, United Appeal or private fund-raising
- o subscribe to the intent and spirit of the Ontario Human Rights Code.

Note: Monies provided under this program must not be used to support sectarian, political and/or religious activities.

Additional Considerations

- o Priority will be given to organizations which have established a working relationship with the Ministry over the previous three years.
- o Needs assessment, research, program development, evaluation, and training and recruitment of volunteers are not in themselves eligible for consideration as multicultural services and programs but are recognized as related activities of organizations delivering such programs and services.
- o Organizations, where eligible, may apply for funding under more than one grants category.
- o The level of funding received by any one organization under any or all categories will be determined by such factors as:

- geographical area served
- # of multicultural programs/services delivered
- # of ethnocultural groups/individuals served
- whether other established organizations are serving or could serve the same constituency
- identified needs and priorities in a given area/community
- identified provincial priorities in multicultural service/program delivery

- o Approval of grant requests will be conditional upon satisfactory evaluation of previously delivered multicultural services and programs.
- o Requests for funding must be submitted annually.
- o Organizations funded under this program may continue to apply for project funding under other Ministry grants programs.

* The Resource Centre and Library (416) 965-6763: It is located at 77 Bloor St. West, Toronto, Ontario M7A 2R9. It maintains an up-to-date collection of books, pamphlets, films, video tapes and teaching materials. These are made available to any community organization involved in cultural or recreational programs. These materials cover various subjects such as community development, multiculturalism, informal education, language training, recreation, leisure, retirement planning, human relations, prejudice, theatre, arts and crafts, Native people, disability, librarianship and volunteers. Staff can assist in searching materials. The Resource Centre operates the ministry reading room which provides public access to ministry publications, statutes, regulations, and most manuals and internal procedures used by the ministry. In Toronto contact the Resource Centre; other areas contact regional offices.

Agencies of the Ministry of Citizenship and Culture

Ontario Arts Council
151 Bloor St. W.
Toronto, Ontario M5S 1T6
(416) 961-1660

It provides grants in response to applications from performing and creative arts groups such as theatre and dance companies, orchestras and concert societies, art galleries and schools, publishing houses and periodicals, local and regional arts councils and festivals, arts service groups and community arts projects. Individual artists, e.g. painters, sculptors, playwrights, composers, writers, choreographers, poets, film-makers, video artists and photographers, may apply also. The council has officers on staff who represent various arts disciplines and pursuits.

Other programs include Creative Artists in Schools (CAIS), and Ontour which assists concert artists, soloists, performing groups and groups that sponsor local appearances. The Ontario Arts Council is concerned with the development of local and regional arts resources, and Franco-Ontarian artists.

Ontario Educational Communications Authority (OECA)
2180 Yonge Street
Toronto, Ontario M4S 2C1
(416) 484-2600; 1-800-268-8840

This provincial crown corporation carries on educational broadcasting in Ontario. OECA designs and produces TV-based learning systems in English and French for in-school and pre-school education, adult education, and teachers. OECA operates an educational television network, TVOntario, with outlets in Toronto (Channel 19), Ottawa (Channel 24), Kitchener (Channel 28), London (Channel 18), Chatham (Channel 19), Windsor (Channel 32), Thunder Bay (Channel 9), Sudbury (Channel 19), and Sault Ste. Marie (Channel 20). Other areas may receive TVOntario service on local cable systems. TVOntario's broadcast day extends for 16 hours. OECA distributes large parts of its daily schedule by Anik B satellite to 46 low-power ground stations in remote

areas. It also provides a cable package for viewers in areas not reached by TVOntario, distributes video and audio tapes, maintains a library and publishes print materials supporting educational programming. Schedules and information on programs are available on request.

Wintario

Wintario Program Grants operate on six general principles:

- **Dedication Principle** - Wintario funds allocated to the Ministry of Citizenship & Culture are dedicated to the support of cultural activities and facilities in Ontario.
- **Share Principle** - Wintario projects are intended to respond to community-supported initiatives.
- **Non-substitution Principle** - Wintario funds are intended to enhance our capacity to promote and encourage cultural objectives. They are not intended to replace or relieve the responsibility of on-going government programs in this field.
- **Non-Dependency Principle** - Projects funded by Wintario must demonstrate the existence of support for any ongoing costs from sources other than Wintario.
- **Non-Profit Principle** - Wintario grants are intended for projects of broad public good. They cannot apply to situations which might loosely be characterized as private gain.
- **Accessibility Principle** - The benefits of Wintario-supported projects are intended to be available to the general public.

Eligibility: Wintario funding is available to non-profit community organizations. Such organizations should generally have been in existence for at least one year.

Applications:

Completed applications must be submitted before the commencement of the project through the regional offices of the Ministry of Citizenship and Culture for applications dealing with cultural activities and facilities. Applications dealing with sports, physical fitness and recreation should be submitted through the community program offices of the Ministry of Tourism and

Recreation. In no case will applications be considered if submitted after the project has begun. Those who wish to apply for Wintario assistance should consult the ministries' local office. Application forms, information brochures and details on specific eligibility criteria in each Wintario category are available from these offices of the two ministries or the Grants Management Branch, 4th Floor, 77 Bloor St., West, Toronto, Ontario M7A 2R9 (416) 965-2390.

- * **Wintario and Arts:** To enhance the development of the arts in Ontario for the enrichment of the quality of life of all citizens and residents, by assisting eligible organizations to undertake special projects which increase the group's effectiveness and make programs and services more accessible to larger audiences. These objectives will be advanced by funding in the following categories:

- Skills Training
- Art Acquisition/Art in Public Places
- Organizational Development
- Events/Festivals
- Resource Material/Equipment
- Internship Training

- * **Wintario and Libraries and Community Information Services Program:**

To enhance access to information and knowledge for Ontarians by enriching specialized resources, by improving the organization, management and public awareness about public libraries and community information services and by improving the qualifications of those providing library and information services. These objectives will be advanced by funding in the following categories for Community Information Services:

- Skills Training
- Organizational Development
- Equipment
- Internship Training
- Acquisition of Collections

- * **Library categories are as follows:**

- Skills Training
- Organizational Development
- Events/Festivals
- Internship Training
- Equipment
- Acquisition of Collections

- * Wintario Multiculturalism and Citizenship: If an organization can obtain matching funds from private sources, Wintario may provide funding to support the development and expansion of multiculturalism and citizenship in Ontario. If the proposed project promotes one or more of the following objectives within the context of the Wintario Dedication Principle, assistance may be provided:
 - the promotion of Citizenship in a multicultural society;
 - cultural, social and linguistic integration into Ontario's society;
 - the development of leadership skills and organizational effectiveness for organizations delivering multicultural and citizenship services;
 - the promotion of voluntary action and participation in multicultural and citizenship activities;
 - the sharing of cultures;
 - the preservation of cultural heritage.

Categories are as follows:

- Skills Training
- Multiculturalism and Citizenship Materials
- Organizational Development
- Multilingual Translation and Interpretation
- Events/Festivals
- Resource Material/Equipment
- Internship Training

- * Wintario and Heritage Conservation: To promote appreciation of Ontario's history and the multicultural participation in it and to assist those bodies having the same objectives, such as museums, historical societies, archaeological conservation associations and local architectural conservation authority committees (LACAC's). To promote projects which will stimulate both the development of a broader financial base for organizations and a wider community awareness of heritage interest and concerns. These objectives will be advanced by funding in the following categories:
 - Skills Training
 - Acquisition for Collections
 - Book projects County/District-wide Historical Significance
 - Heritage Book Development
 - Events/Festivals

- Resource Material/Equipment
- Internship Training
- Organizational Development

Ministry of Tourism and Recreation
Wintario Development Program
77 Bloor Street West, 8th Floor
Toronto, Ontario
M7A 2R9 (416) 965-3475

1. To increase participation in recreation activities.

Wintario may support community, area and provincial initiatives which encourage greater participation in recreational activities; which develop new or increased opportunities for participation; or which develop new concepts and approaches which will foster greater participation in recreational activities.

2. To improve the quality of leadership in recreation activities.

Wintario may support projects which enhance the quality of the participant's experience in recreational programs through the development of skilled leaders.

3. To increase the organizational stability and effectiveness of recreation organizations.

Wintario may support projects which assist in the development of community, area and provincial organizations' efficiency and effectiveness so that participants gain a higher quality of recreational experience.

Principles:

1. Dedication

Wintario Development grants are dedicated to assisting organizations which develop and provide recreational opportunities for the residents of Ontario.

2. Non-profit

Wintario Development grants may assist not-for-profit organizations only.

3. Accessibility

The benefits of projects supported by Wintario Development grants are intended to be available to the general public.

4. Special

Wintario Development grants may support projects which are special additions, enrichments, or improvements to an organization's existing program.

5. Share

Wintario Development grants may assist only those projects which demonstrate financial support from private or municipal sources.

6. Non-dependency

Wintario Development grants may only assist activities in a manner which does not encourage or permit an organization to be dependent on Wintario support for the continuation of the activity.

Ministry of Education

Mowat Block
900 Bay Street
Queen's Park
Toronto, Ontario
M7A 1L2

Special Projects Branch, (416) 965-5620: It encourages educational and cultural exchanges of students and teachers (965-5635) and may provide grants for these projects including: Educational Exchange Programs and Ontario-Quebec School Twinning (965-5989); Ontario Young Travellers (965-5605); School Twinning (e.g. Project Canada, Project School-to-School 965-6911); Teacher Exchange Programs, interprovincial (965-9132) and international (965-1129); and Experience Programs (youth employment) (965-9116). Administers the Second-Language Monitor Program in which bilingual university students act as monitors to teachers of French or English as a second language (965-5996). Operates the Ontario Student Leadership Centre (965-6410).

Ministry of the Environment

135 St. Clair Ave. W.,
Toronto, Ontario
M4V 1P5

It provides grants for health-related environmental research and other projects from Provincial Lottery funds. Write to Pollution Control Branch, Development and Research Group, Ministry of the Environment, 135 St. Clair Ave. W., Toronto, Ontario, M4V 1P5.

Ministry of Labour

400 University Avenue
Toronto, Ontario
M7A 1T7
(416) 965-9500

Women's Bureau (416) 965-1537; Resource Centre (416) 965-9500: The Women's Bureau is an information service and resource centre for people interested in the employment status of women in Ontario. Provides advice to employers in the private sector who wish to implement equal opportunity programs for full utilization of women employees. Advises government on women's issues; provides labour legislation information through speakers and publications. Conducts research on the status of women in Ontario's labour force; provides consultative service on employment counselling. Although individual counselling is not available, the bureau can refer people to appropriate sources. Provides outreach program to serve low-income, immigrant and Native women. Operates a Resource Centre open to the public for research purposes and a film lending library for the use of educational institutions, employers and community groups.

**Ministry of Intergovernmental Affairs
Office of Protocol**

(416) 965-1215

The Office of Protocol answers inquiries from other branches, agencies and the public about protocol procedures and social etiquette. Co-ordinates official visits and arranges official Ontario ceremonies, conferences and special events (965-0411) such as the At Queen's Park art exhibitions at the Macdonald Gallery. A government hospitality fund (965-5480) provides resources to host hospitality functions (e.g. luncheons, dinners, receptions) where the government officially welcomes visitors from outside Ontario attending national or international events. Request for assistance should be made in writing to:

The Minister of Intergovernmental Affairs
Queen's Park
Toronto, Ontario
M7A 1B8

Ministry of Tourism and Recreation

77 Bloor Street West
Toronto, Ontario
M7A 2R9

Sports and Recreation Branch, Recreation and Fitness Section (416) 965-2625.

- * **Recreational Services Unit (965-5665):** It advises community, regional and provincial recreation agencies and institutions and is responsible for the development of resources in: education for leisure; therapeutic recreation; outdoor recreation; camping; non-profit camps; recreation for families, senior citizens and youth; community recreation services; recreation education and research. Provides grants to non-profit camps. The unit is also responsible for the certification of recreation professionals and provides support to professional recreation associations. Serves as contact for the Ontario Research Council on Leisure.
- * **Fitness Services Unit (965-6312):** It promotes a more active lifestyle which will improve the personal fitness levels of the citizens of Ontario. Programs are designed to motivate people to exercise, to educate them about physical activity, to provide greater opportunity for them to be active, and to co-ordinate the various agencies involved in fitness. The unit operates a promotional campaign through the media and its own publications, fitness awards programs, consultation service concerning the fitness of employees, and fitness leadership training. It supports community initiatives.

Ontario Human Rights Commission

12th Floor
400 University Avenue
Toronto, Ontario
M7A 1T7
(416) 965-6841

Administers the Ontario Human Rights Code through conciliation, compliance and race relations programs.

FEDERAL GOVERNMENT

The following is a list of most of the federal government agencies that provide financial assistance to community groups as of date of publication. In obtaining further information on any of the programs, check the blue pages of the telephone directory for a local office.

In addition to the following listings, a recently published directory, Services of Government of Canada Support to Voluntary Organizations, is recommended. This directory summarizes the purpose of each program, its basic eligibility requirements and total available funds.

Copies (at \$7. each) may be ordered from:

Publication Sales and Services
Statistics Canada
Ottawa, Ontario
K1A 0V7

or

Publishing Centre
Supply and Services Canada
Ottawa, Ontario
K1A 0S9

Canadian Mortgage and Housing Corporation (CMHC)

Ontario Regional Office
Atria North, Suite E222
2255 Sheppard Avenue East
Willowdale, Ontario
M2J 1W7

- * **Housing Assistance to Co-operatives:** Financial assistance is available to support the effort of continuing co-operative groups to provide and operate modest housing for those of their members who have low or moderate incomes.
- * **Housing/Financial Assistance to Non-profit Organizations:** Financial assistance is available to non-profit organizations (constituted for charitable purpose) for planning and operating modest housing on their own behalf or for other families and individuals on low and moderate incomes, including the elderly, and people with physical or mental disabilities.

- * **Housing Research Information:** Policy studies and technical reports on various aspects of housing and community development in Canada are available from the Canadian Housing Information Centre. Inquiries: Ottawa/Hull: (613) 748-2312.

Department of Justice

Head Office
Justice Building
Wellington Street
Ottawa, Ontario
K1A 0H8

- * **Law Conferences:** The Department makes contributions for non-government conferences of specific interest to the department. Program Section. Inquiries: Ottawa/Hull: (613) 992-8581.
- * **Civil and Administrative Law Reform:** The department makes contributions for consultation services on Law Reform Commission Reports and recommendations in civil and administrative law matters. Program Section. Inquiries: Ottawa/Hull: (613) 992-8581.
- * **Criminal Law Reform:** The department makes contributions through the Criminal Law Reform Fund to promote legislative and non-legislative reform of criminal law through consultation and development of experimental projects. Policy Planning Section. Inquiries: Ottawa/Hull: (613) 995-6409.
- * **Legal Aid:** The department makes contributions to independent and government organizations for research, training, planning and evaluation of Canada's legal aid system. Program Section. Inquiries: Ottawa/Hull: (613) 992-8581.
- * **Legal Research:** The department makes available contributions for research, development and preparation of legal material for the general public and professionals in the legal field. Program Section. Inquiries: Ottawa/Hull: (613) 992-8581.
- * **Native People:** Grants are available to

Metis and non-status Indian students for law school or special pre-law orientation courses. Program Section. Inquiries: Ottawa/Hull: (613) 992-8581.

- * **Native Courtworkers Program:** Contributions are available for service organizations to assist Native people in understanding their legal rights and obtaining legal assistance. Program Section. Inquiries: Ottawa/Hull: (613) 992-8581.
- * **Student Summer Exchange Programs:** The department organizes summer exchange programs between civil (Quebec) and common law students to improve understanding of each other's legal system, culture and official language. Program Section. Inquiries: Ottawa/Hull: (613) 992-8581.

Labour Canada

Regional Office
Federal Building, Suite 200
4900 Yonge Street
Willowdale, Ontario
M2N 6C3
(416) 224-3850

- * **Labour Education:** Financial assistance is available to unions in Canada for educational programs that would enable members to more effectively perform their responsibilities.
- * **Research/Conditions of Work:** Employee-employer collaboration and participation regarding working conditions, employment relations and quality of working life are encouraged through provision of information and funding for conferences, seminars, workshops and experiments.
- * **Women in the Work Force:** The Women's Bureau provides information and guidelines on equal opportunities and status of women in the work force.

Canadian International Development Agency (CIDA)

Place du Centre
200 Promenade du Portage
Hull, Quebec
(Mail: Ottawa, Ontario K1A 0G4)

Information: Ottawa/Hull (819) 997-5456

Assistance to organizations in the field of international development: The agency provides assistance to Canadian non-governmental agencies and voluntary organizations in their participation in international development. Non-governmental Organizations Division. Inquiries: Ottawa/Hull (819) 997-6202.

Consumer and Corporate Affairs

Regional Office
Federal Building, 6th Floor
4900 Yonge Street
Willowdale, Ontario
M2N 6B8
(416) 224-4031

Consumer funding program: Grants and contributions are available to national and local consumer groups. These consumer groups respond to consumer complaints and inquiries, assist in the resolution of consumer problems and represent the interests of consumers before federal government regulatory bodies and other federal agencies. Consumers Services Branch. Inquiries: Ottawa/Hull: (819) 997-4440.

Health and Welfare Canada

Head Office
Brooke Claxton Building
de la Colombine Boulevard
Tunney's Pasture
Ottawa, Ontario
K1A 0K9

This department has a number of grants programs available to assist and promote a variety of health and welfare-related projects.

Social Services Programs Branch
Head Office
Ottawa, Ontario
K1A 0K9

- * Bureau on Rehabilitation: The bureau co-ordinates the department's initiatives with respect to people who are disabled. Inquiries: Ottawa/Hull: (613) 593-6247.
- * National Day Care Information Centre: The centre develops and disseminates information on early childhood development for professional groups and

the public. Inquiries: Ottawa/Hull: (613) 995-0128.

- * National Welfare Grants: Grants are available to assist in the development and strengthening of welfare services in Canada. Financial and consultative support is provided to individuals and organizations for research, demonstration and manpower utilization, and experimental projects. Inquiries: Ottawa/Hull: (613) 992-7773.
- * New Horizons: Grants are made available to groups of retired persons, consisting generally of no less than 10 volunteers to enable them to carry out projects of their own choice and design, which will prove beneficial to themselves and others in the community. Inquiries: Ottawa/Hull: (613) 996-8358.
- * Social Services: Consultation services are available in the areas of child welfare, child abuse, day care, family services, homemaker and home support services, voluntary action and community development. Inquiries: Ottawa/Hull: (613) 992-4203.
- * Health/Information and Education Programs: The Health Promotion Directorate, in co-operation with provincial governments and non-governmental organizations, develops and delivers health promotion and education, provincial training and community action programs in such areas as alcohol use, mental health, children and youth, women, elderly, people with disabilities, non-status Indians, Metis and the poor. Inquiries: Ottawa/Hull: (613) 996-1597.

Indian and Northern Affairs Canada

Regional Office
55 St. Clair Avenue East
Toronto, Ontario
M4T 2P8
(416) 966-6599

This department provides a variety of funding programs, mostly through Indian bands and associations, in support of such activities as:

- * community social and economic planning,
- * community facilities and infrastructure series,

- * land claim research,
- * legal assistance,
- * municipal services,
- * social assistance,
- * historical research,
- * band council funding,
- * adult education,
- * cultural development,
- * cultural education centres,
- * curriculum development.

Employment and Immigration Canada

Head Office

Place du Portage

Hull, Quebec

(Mail: Ottawa, Ontario K1A 0J9)

Regional Office

4900 Yonge Street

Willowdale, Ontario

M2N 6A8

(416) 224-4500

- * **Canada Community Development Projects:** The commission provides term employment by funding useful projects in various communities.
Canada Employment Program: Canada Community Development Projects.
Inquiries: nearest Canada Employment Centre or Employment Development Branch Office.
- * **Canada Community Services Project:** The commission provides employment by creating community service jobs that would not otherwise be available through existing non-profit organizations.
Canada Employment Program: Canada Community Services Projects.
Inquiries: nearest Canada Employment Centre or Employment Development Branch Office.
- * **Economic Development/Job Creation:** Through the Local Economic Development Assistance (LEDA) Program, the commission assists slow-growth communities to establish economic development corporations. Assistance takes the form of loans,

equity purchases, loan guarantees and counselling.

- * **Employment/New Technology Employment Program:** The commission provides wage subsidies to firms, research institutions and community organizations that hire unemployed or under-employed scientifically and technically qualified post-secondary graduates who are recent labour force entrants, to work in research and development activities and/or energy conservation/alternative energy activities. **Inquiries:** nearest Canada Employment Centre or Employment Development Branch Office.
- * **Employment Projects/Chronically Unemployed (LEAP):** The commission funds long-term employment projects for the chronically unemployed and personally disadvantaged. **Local Employment Assistance Program.** **Inquiries:** nearest Canada Employment Centre or local Employment Development Branch Office.
- * **International Exchange Programs, Students:** Work programs are available for post-secondary students to provide exposure to both a cultural and learning experience in another country. The work experience is not necessarily career-oriented. **Inquiries:** Youth and Native Employment Branch, IV, 5th Floor, Place du Portage, Hull, Quebec, K1A 0J9.
- * **International Exchange Programs, Workers:** The commission offers practical, career-related work programs for young workers to provide exposure to foreign cultures while expanding basic skills and current knowledge of a particular occupation. **Inquiries:** Youth and Native Employment Branch, 5th Floor, Place du Portage, Hull, Quebec, K1A 0J9.
- * **Outreach Program:** This program improves, through the temporary operation of community-based projects, the employability and access to suitable employment of individuals who have particular difficulty in obtaining and/or maintaining employment, during a period

when local CEC is unable to provide them with the necessary employment services. Inquiries: nearest Canada Employment Centre.

- * **Students/Summer Jobs:** Federal government departments and agencies, local governments and established organizations can sponsor projects that create jobs for students during the summer. The summer youth employment program contributes towards wages and other project costs. Inquiries: nearest Canada Employment Centre or local Employment Development Branch Office.
- * **Immigrant Settlement and Adaptation Program:** In addition to the settlement services offered by federal and provincial governments, a wide variety of settlement services are purchased by the commission from voluntary organizations across the country to help immigrants successfully adapt to life in Canada. Inquiries: nearest Canada Immigration Centre.

Secretary of State (SS)

Regional Office
Suite 200
25 St. Clair Avenue East
Toronto, Ontario
M4T 1M2
(416) 966-7541

- * **Voluntary Action Program:** Funds are available for citizen participation in decisions affecting the quality of community life. Assistance to Community Groups Programs. Inquiries: Ottawa/Hull: (819) 994-2255.
- * **Human Rights:** Grants are available to voluntary organizations involved in human rights and freedom. Citizen's Participation Directorate. Inquiries: Ottawa/Hull: (819) 994-2226.
- * **Open House Canada Program:** A year-round program exchange offers young Canadians the opportunity to travel and discover Canada. Inquiries: Ottawa/Hull: (819) 994-1313.
- * **Cultural Integration Program:** Financial assistance is available to groups and activities that promote the cultural and

social integration of immigrants into Canadian society, and also to those that contribute to the development of a society receptive to, and understanding of, the needs of the immigrant community. Inquiries: Ottawa/Hull (819) 994-2044 or regional or local office.

- * **Group Development Program:** Grants are available for projects and activities that enable ethnocultural groups to maintain and develop their cultural identity, and also to share their cultural heritage with other Canadians and enhance intercultural relations. Inquiries: Ottawa/Hull (819) 994-2044 or regional or local office.
- * **Intercultural Communications Program:** Operational funding assistance is available to multicultural/multi-ethnic organizations that promote activities that stimulate creative encounters and interchange and/or enable communities to articulate concerns and interest collectively. Inquiries: Ottawa/Hull (819) 994-2044 or regional or local office.
- * **Operational Support Program:** Assistance may be awarded for a period of up to three years to encourage and support the emergence, growth and strengthening of viable ethnocultural organizations. Inquiries: Ottawa/Hull (819) 994-2944 or regional or local office.
- * **Performing and Visual Arts:** Funds are available for voluntary organizations and individuals to encourage and support projects and activities that, within a Canadian context, and through a wide variety of performing and visual art forms, strengthen and share a group's cultural heritage and reflect aspects of the group's experiences in Canada. Inquiries: Ottawa/Hull (819) 994-2044 or regional or local office.
- * **Writing and Publication Program:** Assistance is available to voluntary organizations, individuals and independent publishing houses to assist projects and activities of a historical or literary nature that further the concept and reality of the cultural diversity of

Canadian society. Inquiries: Ottawa/Hull (819) 994-2044 or regional or local office.

- * **Endowment Assistance Program:** To promote the establishment of chairs of studies at Canadian universities in the humanities, social sciences, or communications and fine arts relating to Canadian ethnocultural groups. Inquiries: Ottawa/Hull (819) 994-2044 or regional or local office.
- * **Canadian Ethnic Studies Program:** Grants are available to Canadian universities for guest lecturers on Canadian ethnic studies. Multiculturalism Directorate. Inquiries: Ottawa/Hull: (819) 994-2044.
- * **Ethnic Groups/Educational Resources:** The directorate assists in the production of supplementary learning materials on topics and concerns related to the multicultural dimension and identity of Canadian society for use within and outside provincial and territorial education systems. Multiculturalism Directorate. Inquiries: Ottawa/Hull: (819) 994-2044.
- * **Native Communications Program:** Professional and financial assistance is available to communications societies serving the needs of Native peoples. Native Citizens Directorate. Inquiries: Ottawa/Hull: (819) 994-2066.
- * **Native People/Core Funding Program:** Financial assistance is available to Native people through provincial, territorial, and national associations to formulate policies and programs for furthering their development. Native Citizens Directorate. Inquiries: Ottawa/Hull: (819) 994-2121.
- * **Education/Official Language Minorities:** The branch sponsors activities enabling parents, teachers and school boards to make known to the appropriate authorities the language needs and aspirations of the minority communities, as they relate to education. Official Language Minorities Groups. Inquiries: Ottawa/Hull: (819) 994-2222.
- * **Official Language Minority Groups,**

Social and Cultural Activities: This branch is responsible for promoting the social and cultural vitality, and fostering the development of francophone and anglophone communities in their own language in the province where they are the minority. The branch sponsors activities aimed at promoting collectiveness and solidarity within official language minority groups and an increasing access to adequate socio-community services that respect their language and culture. Activities are encouraged that will enable the members of the minority communities to live in accordance with their traditions, language and culture, and to make an active contribution to the furtherance of Canada's cultural life. Official Language Minority Groups. Inquiries: Ottawa/Hull: (819) 994-2222.

- * **Political-Legal/Official Language Minorities:** Activities are sponsored to facilitate the protection and the acquisition of rights essential to the survival and development of official language minority communities. Representations to federal, provincial and municipal governments are encouraged. Official Language Minority Groups. Inquiries: Ottawa/Hull: (819) 994-2222.
- * **Women's Participation:** This program provides grants and other resources to women's groups to develop activities designed to increase the participation of women in all aspects of society and to assist women in women's groups in promoting institutional changes on the status of women. Women's Program Directorate. Inquiries: Ottawa/Hull: (819) 994-3190.

The Canada Council (CC)

Head Office

255 Albert Street

(P.O. Box 1047)

Ottawa, Ontario

K1P 5V8

Information: Ottawa/Hull: (613) 237-3400

- * **Aid to Professional and Arts Organizations:** Financial assistance is available from the Canada Council in the

performing arts, the visual arts (including film and video) and creative writing.

- * **Performing Artists Tours/Assistance:** Financial and other forms of support are available to encourage touring by Canadian artists and organizations and to widen their audience. Canadian Council Touring Office. Inquiries: Ottawa/Hull: (613) 238-7413.
- * **Explorations Program:** Innovative artistic or cultural projects, inside or outside the professional arts, may be funded.

FOUNDATIONS

A foundation has been defined as "a large body of money surrounded by people who want some". More precisely, the Foundation Directory defines a grant-making foundation as a "non-governmental, non-profit organization, with funds and program management by its own trustees or directors, and established to maintain or aid social, educational, charitable, religious or other activities serving the common welfare primarily through the making of grants".

Foundation grants are an important resource for all non-profit organizations today. But foundation giving is limited by specific areas of interest, geographic considerations, granting levels, special policies and restrictions.

There are perhaps five types of foundations:

1. **General Purpose Foundations:** This category includes most of the major foundations, such as Ford or Rockefeller. These foundations are the most well-known; competition for their grants is greatest and therefore they can be the most difficult to obtain money from. They generally prefer to relate to larger institutions or to programs of special significance within certain fields of interest.
2. **Special Purpose Foundations:** These restrict their grants to a specific area of interest, such as health, religion, art, etc.
3. **Corporate or Company-Sponsored Foundations:** These generally limit contributions to localities where the company has an interest, or fields of activity that relate to the company's type of business.
4. **Community Foundations:** As the name indicates, the focus of support from these foundations is generally on the community where they are located. Donors to community foundations sometimes earmark special purposes or special beneficiaries for their gifts. Most of these foundations have smaller budgets and thus are capable of making only small grants; however, they may be more likely to provide general or

administrative support monies. Community foundations exist in Windsor, Ottawa, Hamilton, Peterborough and several other Ontario cities.

5. **Family Foundations:** The great majority of foundations are family foundations, which are set up and controlled by the donor and family. Their grants generally reflect areas of interest to family members.

Once you have identified a few prospective foundation donors that seem appropriate to the particular project, the next step is to find out as much as you can about them, such as:

- * full legal name of foundation and proper mailing address,
- * type of foundation,
- * current priorities and interest,
- * total funds available,
- * size of typical grant,
- * limitations specified in guidelines,
- * application procedures,
- * contact person,
- * foundation officers and trustees,
- * possibility of renewals.

Generally, the initial contact with a foundation is done through a letter of proposal of perhaps four pages or less. This gives the foundation the opportunity to determine whether the project falls within their guidelines and interests and, if it does, then they can ask you for a more formal application. The main purpose of this initial letter is to obtain a personal interview with an official of the foundation in order to build a rapport, a relationship between the organization and the foundation.

The letter therefore should contain, as concisely and persuasively as possible, the following points:

- * Which group is requesting funds?
- * What need is the group seeking to meet?
- * What is the proposed project?
- * What are the qualifications of the group?

- * How much is the project going to cost?
- * How is the group going to implement the project?
- * Why should this particular foundation get involved in the proposed project?

Prior to a personal interview, plan carefully how to make the best use of the limited time you are likely to have. For example, consider who should represent your group. Some foundations require an applicant to have an introduction by a person known and respected by them before they will meet. Apart from that, the same general considerations apply as previously described in the section on Approaching the Funding Body.

What Not To Do When Approaching Foundations

Although many of the following points are self-evident and equally valid when approaching government, they bear repeating.

1. Don't send out hundreds of duplicated proposals to foundations.
2. Don't assume that because a foundation has given a grant to a similar project it will necessarily be interested in your project. Review the foundation's total record of giving and current policies.
3. Don't submit a government grant application to a foundation.
4. Don't ask a foundation to replace public monies no longer in your budget.
5. Don't assume foundations have unlimited money for any type of project.
6. Don't neglect to mention past grants that you have received.
7. Don't ask for general operating support if you can help it. Redefine your budget in terms of specific project areas.
8. Don't expect a foundation to support the project indefinitely.
9. Don't forget to thank a foundation for its support; give the donor some credit for the project's success.

The following are some of the types of foundations that have provided support to non-profit groups in Ontario.

The Atkinson Charitable Foundation

1 Yonge Street
Toronto, Ontario
M5E 1E5
(416) 368-5152

Criteria Used in Determining Eligibility for Grants:

- * Within Ontario.
- * Registered charitable institutions or agencies tax exempt under the Federal Income Tax Act.
- * Usually no capital building funds, operation budgets or deficits.
- * No grants or loans to individuals.

Some Areas of Interest and Examples of Support:

- * Bursary grants to universities and colleges
- * Alcohol and Drug Concerns, Inc.
- * Big Sister Association, Toronto
- * Canadian National Institute for the Blind
- * Hamilton Philharmonic Society, Inc.
- * Ontario Geriatrics Research Society, Toronto
- * St. Michael's Hospital
- * Sarnia Goodwill Industries
- * Toronto School of Theology

Procedures for Grant Application:

- * May be made at any time.
- * Takes two months to process application.
- * Annual report available.

H. G. Bertram Foundation

Personal Trust Department
Royal Trust Company
P. O. Box 980
Hamilton, Ontario
L8N 3R2

Criteria Used in Determining Eligibility for Grants:

- * Grants to charitable organizations within the province of Ontario, with preference given to requests from organizations in and about the town of Dundas.

Areas of Interest:

- * Arts, welfare, research, education, community action, ecology, etc.
(All work of the foundation is done anonymously.)

Procedure for Grant Application:

- * May be made at any time.
- * Up to three months required to process application.

J. P. Bickell Foundation

Secretary
National Trust Company Limited
21 King Street East
Toronto, Ontario
M5C 1B3

Criteria Used in Determining Eligibility for Grants:

- * Restricted to Ontario.
- * Must be a registered charitable organization with a formal structure.

Areas of Interest and Examples of Support:

- * One-half of the foundation's income is given to the Hospital for Sick Children; education - university scholarships; medical research; general - often furnishings and equipment.

Procedure for Grant Application:

- * Applications for grants are made by letter to the secretary. Special applications are provided for grants for medical research.
- * Processing may take several months.

The Samuel and Saidye Bronfman Family Foundation

1016 Tupper Street
Montreal, Quebec
H3H 1N5
(514) 937-9489

The board of directors of the foundation have established guidelines under which it will operate. The main areas of interest are as follows:

1. Children with learning disabilities.
2. The Canadian North and Native people.
3. Social problems concerned with the elderly.

4. Heritage projects with particular but not exclusive reference to Montreal.
5. "Added Dimensions": support to organizations whose creative initiatives can be given wider dissemination by additional means and through other media.

Grants can only be made to organizations that can provide an official receipt quoting Federal Charitable Registration Number.

The foundation will consider providing matching funds as seed or challenge grants. Innovative programs will be encouraged. Its support will be for limited periods.

For further information write to the executive director at the above address.

James H. Cummings Foundation Incorporated

Executive Director
1102 Marine Trust Building
Buffalo, New York 14203

Criteria Used in Determining Eligibility for Funding:

- * Geographical limitations: Buffalo; New York; Metropolitan Toronto (the only area in Ontario considered for grants); Hendersonville, North Carolina.
- * No grants to municipalities or individuals.
- * All funds are distributed to tax-exempt organizations in these cities.
- * Majority of grants are of a capital nature -- particularly interested in equipment needs of various kinds.

Areas of Support:

- * Medical science, research and education.
- * Underprivileged boys and girls.
- * Aged and infirm people.

Procedure for Grant Application:

- * Formal application necessary.
- * One to two months required to process application.
- * Annual report available on request.

Donner Canadian Foundation

P.O. Box 122
Toronto-Dominion Centre
Toronto, Ontario
M5K 1H1
(416) 869-1091

Criteria Used in Determining Eligibility for Grants:

- * Grants are made to various organizations that possess a charitable gift registration number.
- * Funding varies up to three years.
- * No grants for capital expenditures, sabbatical leaves, budget deficits, fund drives, conferences, or general charitable appeals.

Areas of Interest and Examples of Support:

- * Law Reform and Penology -- Canadian Bar Association's Foundation for Legal Research; for a study of the Supreme Court of Canada's jurisdiction in civil cases.
- * Canadian Foreign Policy - Centre for Foreign Policy Studies, Dalhousie University; funds are initial development costs.
- * Canada's Native People - Trent University to support the Native Studies Department.
- * Canada's North - Churchill Research Centre, Inc.: to help establish a permanent research facility at Churchill, Manitoba.

Procedure for Grant Application:

- * An initial letter of inquiry outlining the proposed project should be forwarded to the foundation.

The Eaton Foundation

The Chairman
1 Dundas Street West
20th Floor
Toronto, Ontario
M5B 1C8

Criteria Used in Determining Eligibility for Grants:

- * Within Canada

- * Charitable organization.
- * Level of development and scope and range of work.

Areas of Interest:

- * Education: higher education (some capital costs) and special interest scholarships are awarded.
- * Health: national and local health agencies, hospitals.
- * Humanities: visual and performing arts, galleries, museums.
- * Social development: child welfare, youth agencies, people with disabilities, aged, recreation, conservation, environmental problems.

Procedure for Grant Application:

- * Applications may be made at any time. All are researched and considered by the Donations Committee which meets every few weeks.
- * Processing usually requires one to two months.
- * Support may be renewable if warranted.
- * Applications should be mailed to the Chairman.
- * An annual report is available.

The Ford Foundation

The Secretary
320 East 43rd Street
New York, New York 10017

Criteria Used in Determining Eligibility for Grants:

- * Grants are made world-wide.
- * The foundation does give grants to individuals as well as to institutions and communities.

Areas of Interest and Examples of Support:

- * Ecological research: University of Western Ontario environmental education program; Nature Conservancy of Canada - land acquisition on the Niagara Escarpment.
- * Community leadership and development.
- * Justice: University of Ottawa criminology research.

- * The Arts: Stratford Shakespearean Festival of Canada Foundation for expansion of training and performance opportunities.

- * Population: research on reproductive biology.

- * Economics: Queen's University symposium on the state of health care economics in Canada.

Annual report available on request.

Sir Joseph Flavelle Foundation

The Secretary
National Trust Company Limited
21 King Street East
Toronto, Ontario
M5C 1B3

Criteria Used in Determining Eligibility for Grants:

- * Restricted to province of Ontario.
- * Must be a registered charitable organization.
- * No grants are available to individuals.

Areas of Interest:

- * Social welfare, education, Native groups, conservation.

Procedure for Grant Application:

- * Applications are made by letter to the secretary.
- * Meetings are called at the discretion of the chairperson.

The Hamilton Foundation

C. K. MacGillivray, F.C.A.
Executive Director
314 Wilson St. E.
Ancaster, Ontario
L9G 2B9

A comparatively small public community foundation.

- * Requests for grants are discouraged from outside the Metropolitan Hamilton-Burlington Wentworth area.

Areas of Interest and Examples of Support:

- * Very wide, as it ranges from helping

already established charitable organizations with special projects or projects that aid crippled children, handicapped and aged people, to assisting worthy students graduating from Hamilton secondary schools who need financial assistance to attend colleges in Canada or the United States. Annual fellowships are awarded for advanced studies and research in natural sciences.

- * Funds are also used for aiding registered charitable organizations with purchases of needed equipment or special projects in the social services, educational, cultural and research fields. Booklet available on request.

B & B Hamilton Foundation

333 Cortleigh Boulevard
Toronto, Ontario
M5N 1R2

A small family foundation.

Current Guidelines for Donations:

- * Must be a registered Canadian charitable organization.
- * Preference for responding to Ontario needs.
- * Order of priorities: social development, health, education, conservation, arts.

1981, An Example Year: A total of 211 applications for funds was received in 1981. Thirty-six of the 59 recipients in 1981 had previously received donations from the foundation. Most 1981 donations varied between \$500. and \$1,000. (Donations totalled approximately \$46,000.)

<u>Distribution</u>	<u>No. of Organizations</u>
Social Development	43
Health	11
Education	5

Application Procedure:

Letter, accompanied by documentation:

- Definitions of the purpose and group activities.
- The budget for the current year, and other sources of funding.
- Indications of assessments of the operation from others.
- List of directors and key personnel.

Preferred time of application is the autumn.

Audrey S. Hellyer Charitable Foundation

President
c/o Hendon Estates Limited
Suite 202, 1262 Don Mills Road
Don Mills, Ontario
M3B 2W7

Criteria Used in Determining Eligibility for Grants:

- * Must be incorporated organization which can give a valid receipt for income tax purposes.
- * What is the expected duration of the project?
- * How great is the need for its services?
- * Can they be supplied by existing agencies?
- * Is there a local demand and what is the local input?

Areas of Interest and Examples of Support:

- * Religious, educational, welfare.

Procedure for Grant Application:

- * Formal application can be made at any time (the foundation does not supply application forms).
- * Requires three to four months to process.

The Charles H. Ivey Foundation

The Secretary
391 Woodworth Road
Willowdale, Ontario
M2L 2V1

Eligibility Requirements:

- * Grants are given to charitable organizations.
- * Requests are assessed on an individual basis.

Areas of Interest Include:

- * Capital expenditures, the arts, research, education and ecology/pollution.
- * The Charles H. Ivey Foundation provides assistance to seed grant projects throughout Canada for up to three years. No formal application is required.

The Richard Ivey Foundation

Suite 1701

Northern Life Tower, City Centre

380 Wellington Street

London, Ontario

N6A 5C3

Criteria Used in Determining Eligibility for Grants:

- * Grants may not be made to individuals because of government regulations nor may they be made to organizations that do not possess Department of National Revenue registration as a charitable organization.
- * Applications will not be considered if the project might result in gain or profit to the organization involved.
- * Ordinarily, grants are not made toward: annual campaigns; scholarships or student aid; operating expenditures (except temporarily for new undertakings); deficits, operating or capital; general endowments or sustaining funds; the publication of studies; research; seminars; workshops; conferences; tours; festivals; competitions; other foundations or granting agencies.

Areas of Interest and Examples of Support:

- * The foundation's primary interests are in health and education, social development, the environment, and the arts.
- * Its main geographic area of interest is in London and southwestern Ontario, but it will consider contributions to projects it feels may be of significance to Ontario or to Canada as a whole.
- * No formal application form is utilized; a written proposal should be submitted and there is no application deadline. Annual report is available on request.

Examples from latest fiscal year:

- * London Regional Children's Museum toward permanent museum facility; the

University of Western Ontario,
Department of Clinical Neurological
Sciences toward establishment of a
Stroke Research Unit; Pollution Probe
Foundation toward a handbook on
hazardous waste reduction; Tarragon
Theatre toward creation of studio for
script and professional development
programs.

The Richard and Jean Ivey Fund

The Secretary-Treasurer

Suite 2200

Northern Life Tower, City Centre

380 Wellington Street

London, Ontario

N6A 5B5

Eligibility Criteria:

- * Grants may not be made to individuals due to government regulations.
- * To be eligible, an organization must be incorporated or registered with the Department of National Revenue as a charitable organization.
- * Applications will not be considered if the project might result in gain or profit to the organization involved. Grants are not usually made toward the following: annual campaigns; student aid or scholarships; operating expenditures, except temporarily for new undertakings; deficits, operating or capital; general endowment or sustaining funds; the publication of studies; research; seminars; workshops; conferences; tours.
- * Organizations in London and around southwestern Ontario are given priority.
- * However, projects with important implications on a provincial or national scale are also considered.

Areas of Interest/Support:

- * The Richard and Jean Ivey fund is mainly involved in promoting health, education, community development and the environment and the arts.

Application Procedure:

- * A letter may be forwarded to the Secretary-Treasurer of the Fund, as no

formal application form is utilized. There is no deadline for applications; however, one month is usually required for processing and decision.

- * Annual report available on request.

The W. K. Kellogg Foundation

The Secretary
400 North Avenue
Battle Creek, Michigan 49016

Eligibility Criteria:

- * Grants are confined to the United States, Canada, Latin America, Australia and certain European countries.
- * Interested in demonstration projects rather than research and in programs that are pioneering or experimental, rather than operational phases of established programs.
- * Agencies must qualify for tax exemption.
- * No grants are made to individuals.

Areas of Interest and Examples of Support:

- * **Agriculture:** Increasing world food supply, and improving rural life.
- * **Education:** Enhancing learning in the adult years; strengthening higher education leadership, governance, and management; helping youth develop education, career and leadership potential; and strengthening family.
- * **Health:** Health promotion, disease prevention, and public health; providing for cost containment and increased productivity in health care; assuring quality health care and health professions education; enhancing the comprehensiveness and continuity of health care; improving access to and availability of health care.

Procedure for Grant Application:

- * No formal application necessary.
- * May be made anytime.
- * Booklet available on request.

The Kresge Foundation

Mr. Alfred H. Taylor, Jr.
The President
2401 West Big Beaver Road
P.O. Box 3151
Troy, Michigan 48084
(313) 643-9630

Criteria Used in Determining Eligibility for Grants:

- * Grants are made to well-established, financially-sound, fully accredited tax-exempt institutions.
- * No geographical limitations, although relatively few grants are made each year outside the United States.
- * Grants are not made to individuals, research programs, operating or special project budgets, or for debt retirement.
- * Evidence of existing partial financial support is generally considered essential; a foundation grant is usually for a portion of the remaining funds on a challenge basis. The foundation therefore does not grant the initial funds nor total project costs.

Areas of Interest and Examples of Support:

- * **Four-year college and university education** - McGill University.
- * **Health:** Toronto East General and Orthopaedic Hospital.
- * **Science and Conservation:** Nature Conservancy of Canada.
- * **Arts and Humanities:** London Regional Children's Museum.
- * Grants are toward: construction and major renovation projects; the purchase of major movable capital equipment having a unit cost of \$75,000 or more; purchase of real estate.

Procedure for Grant Application:

- * Write for brochure describing policies and application procedures.
- * Letters of request should be brief.
- * Applications accepted only during first six weeks of any year.
- * Favorable decisions with respect to such applications are not announced until approximately mid-July.

- * Booklet, and annual report available on request, includes information on what must be included in grant application letter and proposal.

The Laidlaw Foundation

Mr. Nathan Gilbert, Secretary
Suite 203
60 St. Clair Avenue East
Toronto, Ontario
M4T 1N5
(416) 964-3614

Criteria Used in Determining Eligibility for Grants:

- * Canada - priority given to Ontario.
- * Must be an incorporated, registered, charitable organization.
- * No capital expenditure or equipment costs.

Areas of Interest:

- * Social welfare, mental health, youth services, conservation, arts.

Procedure for Grant Application:

- * Formal application but not in any specified format.
- * Processing of application takes up to three months.
- * Report available from Laidlaw Foundation.

The Malloch Foundation

c/o Lazier and Lazier
42 James Street South
Hamilton, Ontario
L8P 2Y4

Criteria Used in Determining Eligibility for Grant:

- * Primarily Hamilton area.
- * Charitable organizations.
- * No grants for building funds, or long-term repeated grants.

Areas of Interest and Examples of Support:

- * General, including child development.
- * Conservation, treatment of animals, education, medicine, adult and adolescent rehabilitation and reform.

- * Assistance to schools for library resources.
- * Assistance to hospitals for equipment for audiology research.
- * Grant to assist camp for cystic fibrosis patients.

Procedure for Grant Application:

- * Application before November 1st in any year.
- * Grant finalized in December of each year.
- * Further information available on request.

J. W. McConnell Foundation Inc.

Suite 510
1130 Sherbrooke Street West
Montreal, Quebec
H3A 2T1

Criteria Used in Determining Eligibility for Grants:

- * No geographical limitations; however, primary interest in province of Quebec.
- * Grants are not made to individuals.
- * Interested in short-term innovative projects.
- * Grants are not given for publication of books, magazines, films, etc.

Procedure for Grant Application:

- * Informal written presentation of project at the initial stage (must be typed on 8½ x 11 paper, one side only).
- * There are no deadlines for the receipt of applications.
- * Booklet available on request.

The R. Samuel McLaughlin Foundation

Secretary
c/o National Trust Company Limited
21 King Street East
Toronto, Ontario
M5C 1B3

The R. Samuel McLaughlin Foundation supports organizations of a charitable nature in the province of Ontario only (prefers to support those in the Oshawa area).

The foundation will occasionally fund organizations on a renewable basis in the following areas of interest: capital expenditures, arts, welfare, research, education, community action, ecology/pollution, recreation (among others).

Applications in the form of a letter of request to the Secretary may be made at any time; however, the foundation trustees meet only four times a year and thus an application could take several months to process.

The McLean Foundation

The Secretary Treasurer
c/o Canada Packers Limited
16th Floor
95 St. Clair Avenue West
Toronto, Ontario
M4V 1P2
(416) 766-4311, local 192

The McLean Foundation was established in 1945 by the late Mr. J.S. McLean. In the 32 years of its existence, the foundation has paid out a total of \$15,697,395. in grants.

Eligibility Criteria:

- * The group must be recognized as a charitable organization, quoting a registration number.
- * The trustees of the foundation endeavor to maintain a flexible policy, with particular emphasis on projects showing promise of general social benefit but which may initially lack broad public appeal.

Areas of Interest:

- * Education, health, social welfare, conservation, the arts, science.

Application Procedure:

- * Applications may take the form of a descriptive letter with such supporting documents as may be appropriate.
- * If a project is to be reviewed at a meeting of the trustees, the following information will normally be required: brief description of organization, history, purpose, proposed national or regional impact, expected duration of the project, etc.
- * Public report on the foundation available on request.

The W. M. Messecar Foundation

The Vice-President
42 Wellington Street
P.O. Box 1265
Brantford, Ontario

Eligibility Criteria:

- * Non-profit charitable organizations within the province of Ontario, and particularly those in Brant County, may apply. These groups may be educational or religious in their areas of interest.
- * Applications are assessed on an individual basis and approval is granted if the organization falls within the foundation's main areas of interest.

Application Procedure:

- * A written application outlining the purpose for which funds are sought.
- * A financial statement is also expected. This should include balance sheets, expenses and income and proposed budget.

The Molson Foundation

Mr. S. T. Molson
Secretary
1555 Notre Dame Street East
Montreal, Quebec

Criteria Used in Determining Eligibility for Grant:

- * Within Canada.
- * Charitable organizations.
- * No grants to annual campaigns, budget deficits, endowment funds, conferences, meetings, seminars, scholarships, bursaries, student aid, publications (magazines, films, tapes, etc.).

Areas of Interest:

- * Social welfare projects.
- * Projects for the elderly and Native people.
- * Education, health, social development, humanities and national development.

Procedures for Grant Application:

- * Applications in writing showing full details of project including latest financial statement, budgets and plans for short and long-term financing.
- * Applications anytime.
- * Processing requires one to two months.

CORPORATIONS

Apart from foundations, there are a number of other private sources that might be tapped and corporations are among these.

Corporations give in two ways: through separately-established foundations and through corporate contribution programs operated within their company. Some companies use both methods.

In trying to assess corporations as potential donors, it is worthwhile investigating all those with headquarters or branches in your area. Corporations want to be seen as good neighbors, so they will support local charities. Some corporations like to be associated with certain areas of interest and that should be kept in mind. For example, a pet food manufacturer will probably be inclined to support animal charities. Try to show them how their products or services relate to what you are planning to do and how their customers or their public image might benefit from the project.

Remember that corporations donate goods and services as well as financial support. This may include such gifts in kind as product overruns or obsolete models manufactured or distributed by the company, office furniture and equipment, paper and printing services, etc. A few examples exist of corporations giving their employees leave of absence to work full time with a non-profit group. More common are programs that enable employees to donate a few hours a week to a community group. For example, an accountant can help to set up the bookkeeping system, or the advertising department can help with your public relations program and media campaign. Legal firms sometimes allow their employees to do a certain amount of free work, which may be particularly useful if you are in the process of incorporating. Corporations may also allow the use of their facilities; for instance, they might provide space for meetings and conferences.

Many local, provincial and national corporations make contributions to non-profit organizations directly from their public relations budget. These funds are available on an annual basis and usually have

to be budgeted prior to the beginning of the corporation's fiscal year.

As usual, it helps to know the people involved in making the decisions about who gets funded.

The following are just a few examples of the types of support that some corporations in Ontario provide to non-profit community groups.

Gulf Canada Limited

Mr. A. C. Bjarnason
Advisor-Donations
Public Affairs Department
130 Adelaide Street West
Toronto, Ontario
M5H 3R6

Areas of Support:

- * United Appeal, national health and welfare associations, universities and colleges, hospitals, cultural groups, youth and scout groups, community service groups.

Procedures:

- * Applications can be made either directly to the head office or to the company's regional offices. Requests are reviewed and forwarded to the Donations Committee.
- * Progress reports on specific projects may be requested.

Inco Metals Company

H. Tompkins, Director
Public Affairs
Copper Cliff, Ontario
P0M 1N0

Areas of Interest and Examples of Support:

- * Laurentian University Building Fund.
- * Sudbury and District Hospital Council.
- * Involvement in community fund-raising drives. Support of local campaigns of national charitable organizations through purchase of advertising time and space. Aid to Education provides a number of undergraduate scholarships tenable at

Canadian universities and colleges for selected studies in engineering and the physical sciences. Scholarships for dependents of company employees and pensioners.

Resources:

- * **Speakers:** mining, smelting, refining Canadian ores, agriculture, base metal industry.
- * **Films:** mining nickel ores, smelting and refining nickel ores, environmental control, agriculture, general science topics.
- * **Brochures:** full suite of comprehensive brochures.
- * **Samples:** samples of various stages in production of nickel.
- * **Tours:** free group tours of all Inco plants by appointment.

Bell Canada

Ontario Region
Public Relations
393 University Avenue, #19
Toronto, Ontario
M5G 1W9

Bell Canada has a number of people within Ontario who are available to speak to community groups, service clubs, professional associations, etc. Subject material is of a diverse nature but generally related to telecommunications. For more information, or to arrange for speakers, contact the Public Relations Supervisor at the above address.

Informative films are also available without charge. These are obtainable by calling the company's film library, in Toronto at (416) 599-4756.

Community groups and non-profit organizations (charitable) may apply for corporate grants in writing to the Bell Canada manager in their area, or by writing to the above address.

Canadian General Electric Company
Vice-President, External Affairs and General
P.O. Box 417
Commerce Court North
Toronto, Ontario
M5L 1J2

Corporate donations are made on a regular basis primarily to support universities, hospitals, the United Appeal, etc. Other worthy community projects may be sponsored in local situations. Chairman of the Board and Chief Executive Officer: A. S. Cartwright.

John Labatt Limited
Manager of Donations and Community Relations
451 Ridout Street
London, Ontario
N6A 4M3

Areas of Interest:

- * Culture, health and welfare, education, civics and sports.

Other Resources Available:

- * Provides speakers, films, consultants (to a small degree), meeting rooms.

Procedure for Grant Application:

- * Formal written application necessary. Applications may be submitted any time. Allow eight weeks to process application.

The Seagram Company Limited
The House of Seagram Limited
c/o Dr. Peter C. Swann
1430 Peel Street
Montreal, Quebec
H3A 1S9

The Seagram Company Limited is, in general terms, interested in helping a wide range of health, welfare and cultural groups and organizations. Each request is considered on its relative merits. The company tries to help in all parts of Canada.

Shell Canada Limited
The Administrator
Corporate Contributions
Box 400, Terminal A
Toronto, Ontario
M5W 1E1

Shell Canada makes grants available to non-profit organizations, with preference to groups registered with the federal government as charitable operations and having a tax-exempt status. The funding basis is determined by the type of project and the purpose for which funds are requested.

Areas of funding:

- * Health and welfare, education, culture, civic and community projects.

Examples of Projects Funded by Shell Canada:

- * Research projects, equipment purchases, library development.
- * Visual and performing arts projects.

Other Resources Available:

- * Educational resource material, film library.

Procedure for Grant Application:

- * While no formal application form is supplied, groups are required to submit their request in writing, supplying full details of the project and financial statement. Application for assistance may be made at any time; processing usually requires six to eight weeks. Requests from national organizations should be directed to the company's head office (see above). Requests from provincial or local organizations may be submitted to the company's regional or district offices (check your telephone directory).

THE UNITED WAY

Another potential source of support is the United Way which distributes funds for a variety of social services programs. Although this money has historically gone to established social service agencies for the continuance of existing programs, some United Way agencies are becoming more receptive to funding new agencies and new programs. For more information, contact your local United Way agency.

RELIGIOUS GROUPS

Religious groups can be excellent sources of support for small- to medium-sized projects. Local churches have long been an ongoing supporter of community-based activities. Support can range from grants to free or low-cost office space. Local churches are more likely to contribute to projects in their immediate area, while head offices of churches will more likely contribute to projects in various parts of the country.

Although religious ties are not a prerequisite for church funding, your group must carefully structure its project around the goals and projects typically pursued by religious institutions. For the most part then, your project must be located within the church's local jurisdiction and target services to its members.

SERVICE CLUBS

Service clubs, such as the Jaycees, Kiwanis, Lions, Junior League, and Rotary clubs, provide some financial backing for local programs. Most of this funding comes from the local chapter of these clubs, so they are the groups that should be contacted.

Service clubs are often the best organized and most highly visible groups in the community with membership drawn primarily from the local business community. They can be very valuable sources of support.

INDIVIDUALS

Individuals also can be a source of funds and often make tax-deductible contributions to various kinds of projects.

UNIONS

Some labour unions donate money to causes they consider worthwhile. However, perhaps, more important than cash donations, labour groups can offer an enormous amount of other types of support and assistance.

ADVISORY AND CO-ORDINATING BODIES IN THE MULTICULTURAL FIELD

Ontario Advisory Council on Multiculturalism and Citizenship
7th Floor
77 Bloor Street West
Toronto, Ontario
M7A 2R9
(416) 965-6889

A province-wide advisory body with the specific purpose of advising the government of Ontario on all matters relating to multiculturalism and citizenship. The council organizes regional meetings and public forums with community groups and organizations.

Guelph and District Multicultural Centre Inc.
Suite 203
128 Woolwich Street
P.O. Box 1536
Guelph, Ontario
N1H 6N9

Hamilton and District Multicultural Council Inc.
500 James Street North
Hamilton, Ontario
L8L 1J4

Hamilton Folk Arts Heritage Council
Heritage Place
City Hall Plaza
P.O. Box 2040
Hamilton, Ontario
L8N 3T4

The Multicultural Association of Kenora and District
P.O. Box 2840
Kenora, Ontario
P9N 3X8

Oakville Multicultural Council
110 Chisholm Street
Oakville, Ontario
L6K 3H9

Multicultural Council of Oshawa and District

44 Eastlawn Street
Oshawa, Ontario
L1H 7J8

Folk Arts Council Multicultural Centre

185 Bunting Road
St. Catharines, Ontario
L2M 3Y2

Folk Arts Multicultural Council

356 Queens Avenue
London, Ontario
N6B 1X6

Folk Arts Association of Sault Ste. Marie

P.O. Box 531
Sault Ste. Marie, Ontario
P6A 5N6

Sudbury Folk Arts Council

146 Patterson Street
Sudbury, Ontario
P3C 2J5

Sudbury Regional Multicultural Centre

150 Durham Street
Sudbury, Ontario
P3E 3M7

Multicultural Association of Northwestern Ontario

411 Leslie Avenue
Box 2334
Thunder Bay, Ontario
P7B 5E9

Parkdale Intercultural Council

The Loft
2nd Floor, 224 Cowan Avenue
Toronto, Ontario
M6K 2N6

Riverdale Intercultural Council

947 Queen Street East
Toronto, Ontario
M4M 1W9

Welland Heritage Council

23 Division Street
Welland, Ontario
L3B 3Z5

Multicultural Council of Windsor and Essex County

1100 University Avenue West
Windsor, Ontario
N0A 5S7

**REGIONAL SERVICES
MINISTRY OF CITIZENSHIP AND CULTURE**

Please contact these offices also for names and telephone numbers of regional and field representatives of other provincial ministries.

Northwest Region

Dryden Office
Ont. Government Bldg.
479 Government Road
P8N 3B3
(807)223-3331

North of 500
Districts of:
Kenora, Patricia
and Rainy River.

Thunder Bay
Ont. Government Bldg.
1825 E. Arthur St.
P7E 5N7
(807)475-1255

District of Thunder Bay. Upsala in the west to Heron Bay and Manitouwadge in the east.

Northeast Region

Sudbury Office
4th Floor
199 Larch Street
P3E 5P9
(705)675-4383

Districts of Sudbury, Manitoulin, Algoma, Parry Sound. Regional Municipality of Sudbury.

Timmins Office
22 Wilcox Street
P4N 3K6
(705)267-8018

Districts of Cochrane, Timiskaming, Nipissing.

Southwest Region

London Office
6th Floor
255 Dufferin Ave.
N6A 5K6
(519) 679-7146

Counties of Bruce, Grey, Perth, Oxford and Middlesex.

Windsor Office
6th Floor
250 Windsor Ave.
N9A 6V9
(519)256-4919

Counties of Essex (south of Hwy. 401), Kent and Elgin. Counties of Essex (north of Hwy. 401), Huron and Lambton.

Central West Region

Hamilton Office
8th Floor
119 King St. W.
L8N 3Z9
(416)521-7229

Regional
Municipalities of
Hamilton-
Wentworth, Halton
Township of
Norfolk and
Township of Delhi
Town of Simcoe,
City of Nanticoke,
County of Brant.

Kitchener/Waterloo
Office
4th Floor
30 Duke St. W.
N2H 3W5
(519)578-8200

Regional
Municipality of
Waterloo, Counties
of Wellington and
Dufferin.

St. Catharines Office
Suite 301
71 King Street
L2R 3H7
(416)688-6472

Regional
Municipality of
Niagara, Town of
Dunnville and
Town of
Haldimand.

Central East Region

Toronto Office
7th Floor
77 Bloor St. W.
M7A 2R9
(416) 965-6597

City of Toronto
and Borough of
Scarborough;
Regions of Peel
and Etobicoke;
Boroughs of
North York, East
York and York;
Regions of York
and Durham.

Barrie Office
114 Worsley Street
L4M 1M1
(705) 737-0543

County of Simcoe;
District of
Muskoka.

Eastern Region

Ottawa Office
11th floor, Room 1100
Rideau Trust Bldg.
1 Nicholas Street
K1N 7B7
(613) 566-3728

City of Gloucester,
Township of
Cumberland, All
regional A.C.F.O.
groups, O.C.I.S.O.,
Pinhey Estate
capital project, Le
Patro. Clients

with a regional
mandate, County
of Prescott/
Russell, Regional
Municipality of
Ottawa/Carleton
excluding the City
of Gloucester and
Township of
Cumberland.

Arts, Library and
C.I.C. consultant
for: Stormont,
Dundas and
Glengarry/Frontenac

Counties of
Renfrew, Lanark
and Leeds-
Grenville.

Citizenship and
Heritage
consultant for:
Stormont, Dundas
and Glengarry-
Frontenac.

Belleville Office
Suite 3,
280 Pinnacle St.
K8N 3B1
(613) 968-3474

Counties of
Victoria,
Peterborough,
Haliburton,
Northumberland,
Lennox and
Addington, Prince
Edward and
Hastings.

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Canadian Directory to Foundations and Granting Agencies. The Canadian Centre for Philanthropy, Suite 514, 185 Bay Street, Toronto, Ontario M5J 1K6.

Dermer, Joseph, ed. America's Most Successful Fund-raising Letters. Public Service Materials Centre, 355 Lexington Ave., New York, N.Y. 10017. 1976. \$12.75. 67 fund-raising letters, with commentaries by their authors, which together garnered some \$19 million for colleges and universities, hospitals, social welfare agencies, private schools, health and religious associations.

Dermer, Joseph. How to Get Your Fair Share of Foundation Grants. Public Service Materials Centre, 1973. \$12.00. What foundations expect, how to research them, appointments and approaches, proposal writing.

Dermer, Joseph. How to Write Successful Foundation Presentations. Public Service Materials Centre, 1970. \$8.95. Step-by-step: writing appointment letters, preparing presentations for general operating funds, special projects, and capital funds. Includes many samples.

Fisher, John. Money Isn't Everything: A Survival Manual for Non-Profit Organizations. Management and Fund-Raising Centre, 1977. Toronto, Ontario.

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The Grantsmanship Centre News. (\$15./year). 1015 West Olympic Boulevard, Los Angeles, California, 90015.

Grantsmanship: Money and How to Get it. Marquis Who's Who. 200 East Ohio St., Chicago, Ill. 60611. \$5.00. Rev. ed. 1973. Foundations and government grant writing. Includes samples and references to other sources.

Hall, Mary. Developing Skills in Proposal Writing. Corvallis, Oregon, Continuing Education Publications. 1971. \$6.75. Ideas for proposals, developing the idea, selecting the funding source, writing the proposal.

Hill, William, J. Grant Writing Made Easy. Grant Development Institute, 2140 South Hooly, Denver, Col. 80222. \$3.50. Essential points of proposal writing.

Hill, William, J. A Comprehensive Guide to Successful Grantsmanship. Grant Development Institute. \$24.00. Includes samples of recommended techniques.

Hillman, Howard. The Art of Winning Foundation Grants. New York, Vanguard, 1975. \$6.95. Includes instructions on the use of basic directories.

How To Get Money For: (1) Conservation and Community Development, (2) Education, Scholarships and Fellowships, (3) Arts and Humanities, Drug and Alcohol Abuse and Health, (4) Youth, the Elderly, the Handicapped, Women and Civil Liberties. Human Resources Network, 2010 Chancellor St., Philadelphia, Pa. 19103. 1975. 1, 2, and 3: \$5.95 each; 4: \$7.95 plus \$1.50 for postage and handling. They are also available in one volume: User's Guide to Funding Resources. \$42.00.

Knittle, Fred. D. How to Obtain Foundation Grants. R.L. Houts Associates, 3960 Wilshire Blvd., Los Angeles, Ca. 90010. 1972. \$75.00. History and development of foundations, implications of the Tax Reform Act of 1969, tools of research, techniques of solicitation, proposal writing, follow through.

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Marais, Philip des. How to Get Government Grants. Public Service Materials Centre, 355 Lexington Ave., New York, N.Y., 10017. 1975. \$13.50. How to get organized to qualify for government funding, a system and process for identifying funds for which you are eligible, a plan for developing proposals and applications for grants and contracts, a basic management system for money received, a checklist of primary information sources.

Margolin, Judith B. About Foundations. Foundation Centre, 888 Seventh Ave., New York, N.Y. 10019. 1975. \$2.00. How to find information about foundations in books, journals and on microfiche. How to choose foundations for grant requests.

Massachusetts, VITA (Volunteer International Technical Assistance Agency) Manual of Practical Fund-Raising: Raising Funds for Projects Serving Low-income People. VITA. 115 Gainesborough St., Boston, Ma. 02115. Rev. ed., 1973. \$2.00. A straightforward presentation on fund-raising.

Messinger, Gary S. The Fund-Raiser's Tool Box. Strategists, Inc. 538 Abrego St., Monterey, Ca. 93940, 1973. \$14.95. Grant-getting and fund-raising for the small and medium-sized organizations that cannot afford professional fees.

Mirkin, Howard R. The Complete Fund-Raising Guide. Public Service Materials Centre. 355 Lexington Ave., New York, N.Y. 10017. 1975. \$12.50. Specifics of raising money from business and labour, foundations, government, memorial giving, bequests, the general public.

National Catholic Development Conference. Fund-Raising Bibliography. 130 E. 40th St., New York, N.Y. 10016. \$24.00. More than 1,000 items published through March, 1975. Supplementary list of out-of-print and rare items.

The 1976-1977 Survey of Grant-Making Foundations. Public Service Materials Centre, 355 Lexington Ave., New York, N.Y. 10017, 1976. \$8.50. Lists over 1,000 foundations with assets over \$1 million or grants of more than \$200,000. Tells best time of year to approach them, what kinds of grants they make, whether they will give you an appointment, who to write to.

Organizing Your Way To Dollars. Management and Fund-Raising Centre, Toronto, Ontario. 1977. A series of how-to pamphlets.

Phillips, Michael. The Seven Laws of Money. Word Wheel and Random House. 1974. \$3.95. The past president of Point Foundation (the Whole Earth Catalog Group that gave the profits away in grants) and the treasurer of the Glide Foundations shares his unique and stimulating philosophy regarding money and what it does to people.

Shkurkin, Sergei. By Hook Or By Crook: A Fund-Raising Manual. Vlad Shkurkin. 6025 Rose Arbor, San Pablo, Ca. 94806, 1973. \$2.00. Steps in applying for a grant, proposal-writing, fund-raising. Emphasis on needs of alternative groups.

Sommers, Tish and Bulbul. The Not-So-Helpless Female. New York, David Mackay, 1973. \$7.95. Covers all aspects of feminist activism, including money, its dangers, and how to get it. Important for its feminist perspective.

Tatum, Liston. The KRC Computer Book for Fund-Raisers. Public Service Materials Centre. 355 Lexington Ave., New York, N.Y. 10017. 1975. \$34.00. Computerized fund-raising manual for the non-computerized organization.

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*The Ontario Ministry of
Citizenship and Culture*

Susan Fish, Minister

